

A Study Of CSR Practices In Relation To Organisation Culture In IT Industry In Indore

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Abstract

Both academics and practitioners have shown considerable interest in the subjects of CSR and organisational culture. Much of the interest in the two areas is based on claims, both explicit and implicit, that CSR and culture are related to organisational performance. Despite the fact that the connections between CSR and organisational culture have been studied separately, the impact on organisational performance has not. This paper investigates the correlations and presents empirical evidence indicating that the connection between CSR practises and organisational culture is mediated by type of organisational performance present. The study concluded with a multitude of theoretical and practical implications.

Keywords: IT Industry, Organisational Culture, Corporate Social Responsibility.

Introduction

The application of the concept of corporate social responsibility with regard to the cultural and ethical practices has increased on a tremendous rate lately. These practices include: social responsibility; environmental responsibility; cultural responsibility; ethical responsibility (Carroll, 1999). The term "Corporate Social Responsibility," abbreviated "CSR," refers to an ongoing commitment on the part of businesses to contribute to the political, civil, and fiscal growth of the society where they conduct business. The gradual and deliberate impact of Corporate Social Responsibility (CSR) has been acknowledged and studied by business executives as well as executives in the past few years. According to (Hartmann, 2011), the term CSR refers to situations in which a company engages in "actions that demonstrates social responsibility good, further than the company's interest that which is needed by law." CSR is identified as the concept that highlights the hypothesis that the development of a distinct corporate image of an

organization is achieved through the improved organizational culture which molds the organization into a strategic leader (Branco & Rodrigues, 2006). This implies that the concept of CSR requires the company to go beyond the organizational interests and the required lawful compliances, and take actions which are in favor of the people at a larger scale.

The nature and demeanour of an organisation are profoundly shaped by the cultural influences that it is exposed to. According to (Hartmann, 2011), culture is identified as a marginal division of the overall business environment of a company. With the presence of factors that are financial, civic, technological and political in nature, this marginal division impacts the business growth and the actions and solutions of the managers. Even though there has been an uptick in the number of studies on organisational culture, there is still a lack of consensus for meaning and parameters of culture (Branco & Rodrigues, 2006). Although an effort has been made to differentiate between some of these terms, culture-related concepts (such as culture, climatic

condition, environment, atmosphere, and ethos, among others) have often been used in a vague and interchangeable manner. It is possible to define culture as an accumulation of beliefs, values, and assumptions, as well as an underlying interaction with nature and significant occurrences. Culture can be seen reflected in things like artefacts, rituals, the design of space and furniture, as well as ways of coping with a variety of occurrences (Carroll, 1991).

An investigation into the relevant body of literature reveals that both the terminologies have been correlated with the organizational performance. For instance, the studies have identified the relation among the three theories of organizational cultural, performance and corporate social responsibility (CSR) as well as the connection between organisational culture and performance (Garriga & Melé, 2004). In addition, the available literature relating to the organizational culture depicts the vital functions of business leaders in the process of making and upholding the particular form of the culture. In a similar vein, the research that has been done on corporate social responsibility suggests that effectiveness requires the ability to both comprehend and function within a given culture (Kang, Lee, & Huh, 2010).

Even with the availability of definite and indefinite connection between the concepts of CSR and culture, a very less amount of research has been done to bring the understanding of these two associated concepts with the possibility of its impact on the overall performance of an organization (Tokoro, 2007). This is despite the fact that CSR and culture have been linked both implicitly and explicitly in main parts of organisation theory. Various sources can be traced that highlights the importance of organizational culture and CSR for the smooth business operations but, it is surprising that there is no critical literature that investigates the implications of the connections between the two concepts (Clark, 2000). The aim of the current paper is to provide a pragmatic perspective on the correlation of different organizational culture, numerous CSR practices and the linked organizational performance. Specifically, the paper will focus on the first two of those goals.

This is accomplished using the study of available literature findings on the connections between

CSR, culture and organizational performance all over the country in the companies operating under the sector of information technology. It starts off with a concise summary of the research that has been done on CSR and organisational culture (Clark, 2000). After that, there will be a discussion of the methodology that was used, followed by the discussion of findings and an analysis of the responses from seventy individuals, all of which will investigate the connections in two notions and performance.

Literature Review

In this paper, the literature review was undertaken in three stages. The first discussion is based on the CSR. This is succeeded by the discussion on the organizational culture and the third section scrutinizing both the organisational culture and CSR. CSR is basically understood as the definite idea of the companies to undertake the employment of ethical, environmental and societal aspects into its operational processes (Moir, 2001). The concept of CSR has appeared in the literature and in the practices of working organizations for a very long time. Corporate Social Responsibility is defined as the activities that are undertaken or the initiatives that are developed by an organization in order to work ahead of the company's legal or economical duties towards its stakeholders (Ali, Rehman, Ali, Yousaf, & Zia, 2010). The difference between the work that is required to be done due to the legal and economical duties and the work done ahead of these duties varies among the companies on the basis of different value systems, standards and stakeholder's views which makes this difference to be classified as ethical or moral commitments (Carroll & Shabana, 2010). Working upon such moral and ethical commitments is a deliberate task that leads to the enhancement of the general wellbeing of the society in which the business operates (Geva, 2008). In attempt for these advantages to materialise, the institution and its constituents are obligated to collaborate.

CSR is the development of social, ethical and environmental concerns upon company's own choice into its day-to-day operations and interactions with its stakeholders (Lin, Yang, Yang, & Liou, 2009). CSR refers to the ethical business practises of corporations. CSR is the

management of business methods to make a positive effect on society as a whole. Companies will be required to account for regional and cultural disparity at the time of development of their CSR policies and conveyance of such policies to the stakeholders from distinct countries. In an effort to apply societal ethical principles to responsible business practise, corporate leaders confront a changing and competitive task today (McWilliams & Siegel, 2000).

Except some recent academic works, the organizational facets in connection with the CSR implementation by companies have been scarcely recognized by the previous literature. Only some broad research works have discussed the change and implementation of the existing business strategies and business practices in relation to the culture and ethics according to and simultaneously with the implementation of CSR (Schwartz & Carroll, 2003). This has led to the emergence of the argument from the scholars that it is not the requirement or applicability of CSR but mainly the implementation of CSR by every corporate meaning that the dynamics now require the implementation of CSR by every corporate in an effective manner. Therefore, the concept of CSR is recognized as the voluntary activity through which the companies meet their obligations against the stakeholders by building ethical and environmental concern related strategies in the overall business strategy (Servaes & Tamayo, 2013). CSR is the concept by which businesses meet their obligations to their stakeholders by including environmental and social concerns into their business operations.

The term organizational culture is known as the concept that induces the ethical behavior of the people within the organization. Culture literature, according to Denison, addresses the foundation and effect of social background in the organization (Valor, 2005). According to (Reinhardt, Stavins, & Vietor, 2008) culture is frequently a component of a company's external environment, which, along with financial, social, governmental, technological, and other factors, influences the growth of the businesses and the actions and decisions of the managers (Bénabou & Tirole, 2010). Instead of focusing on artefacts and shared values, the organizational culture and

its vibrant processes are found to impart a broad knowledge about the vitality of Corporate Social Responsibility practices in forming a company's image.

Culture can be defined as the similar values that are being commonly believed upon by a group of people. It is not just what people say, but also what they do. According to (Bauman & Skitka, 2012) just like the term "culture", organizational culture must be regarded as the similar values and expectations that are being believed upon by the people in an organization which forms the overall ethical policies of such organization.

Consequently, organisational culture can be described as common idea and assumptions that is being commonly shared by all the employees as well as top management and leaders in an organization (Brammer, Jackson, & Matten, 2012). As an organisation confronts internal and external challenges and learns to overcome them, its culture is shaped. If a business is successful in eliminating the environment related problems using a distinct business practice, then such practices are preserved and vis-à-vis. Thus, this ensures that the new employees or the leaders are well versed with the methods of conducting effective business so as to ensure long term survival of the business.

According to (Werner, 2009), organisational culture is a system of fundamental premises which has been identified and developed by a particular group of persons so that they are able to gain the knowledge about how to stand against the problems integration. (Porter & Kramer, 2006) have also established a connection between culture and environment, establishing organizational culture as a concept using which the people within an organization reacts to the business dynamics and uncertainties.

In this study, Priya Nair and C.N. Daftuar's definition of organisational culture is used. As per them, it is defined operationally by eight factors: Ability Utilization, Growth and Innovation, Help and Support, Low Stress, Individualized Relationships, Individual Integrity and Goal Attainment, Bureaucracy and Shared Perspective (Fooks, Gilmore, Collin, Holden, & Lee, 2013).

(Visser, 2012) argues that the main object of any business is to guard its image which is being formed by the organizational values. (Du &

Bhattacharya, 2017) the culture affects the effectiveness with which an organization works to a great extent at time of adaptation to environmental changes. According to (Lubna, 2017), social responsibility is a vital ingredient that resides within an organizational culture and acts as a focal point within the overall cultural background of the organization. Intelligence, unity of professionalism and social competence, and human relations are the conditions for the promotion of human maturity. Building up social responsibility assists in setting up the business value according to the social interests as well as developing an individual's position according to such social interests (Rangan, Chase, & Karim, 2012).

Although lot of academic writing is available on the concept of organizational culture, content on CSR cultures still remains low. CSR culture is identified as a system that is completely value based as against the profit based business systems (Steurer, 2010). It is said to involve a methodical change in the general conduction of business affairs that involves manufacturing model, customer and supplier relations, resource applications and human resource development (Öberseder, Schlegelmilch, & Murphy, 2013). At the time of board room meetings and employee meets, the achievement of a common, clear and consistent idea can generate an effective system.

Alternately, it can be differentiated into subcultures that constitute "islands in a sea of ambiguity". Alam, Hoque, & Hosen, (2018) is the only author identified in the literature review to have published a brief electronic article for a practitioner audience on this concept. Weber, (2018) defined an integrated CSR culture as the alignment of internal business strategies of an organization in relation to the ethical and environmental policies with the external policies and rules so as to bring a business repute and stakeholder engagements. Smith, Read, & López-Rodríguez, (2019) asserts that social responsibility is considered as a vital component of the organizational culture and an important asset of the overall cultural environment of the organization. Development of Social Responsibility brings in line the mindsets of the individual with the social interest of the public thereby changing one's position (Tokoro, 2017). At the present times, the concept of corporate

social responsibility is regarded as one of the core part of the business world and is increasingly recognized as a management issue of great importance.

Methodology

The author conducted an empirical study in an effort to identify relationships between corporate social responsibility and organisational culture. There were a total of 70 respondents. In Indore, India, 3 IT companies were administered a standardised and validated organisational culture and corporate social responsibility survey. The Chi-square test was utilised to compare data pertaining to eight distinct culture dimensions and two distinct company types – small and large corporations. The correlation analysis was utilised to identify statistically significant relationships between corporate social responsibility and organisational culture (Bricki & Green, 2007). Utilizing regression analysis, the extent of organisational culture's contribution to corporate social responsibility was determined.

Procedure

The measurement of organisational culture is revised based on, that had been utilised in previous research (e.g., in the present study). Baxter & Jack, (2008) argued that the Denison culture's dimensions (i.e., participation, consistency, ability to adapt, and mission) represent the company's integrity model. The participation and consistency measurements only address the internal changes of the organisation, but do not address the organization's external environment participation (Wacker, 1998). Alternately, the ability to adapt and mission dimensions address the organization's relationship with its external environment. Consequently, this study's survey instrument contains twenty-four items that represent the Denison culture dimensions. All are five-point Likert scales ranging from 'strongly disagree' (1) to 'extremely agree' (5).

Three dimensions were included in the measurement of CSR activities: social, environmental, and economic activities. These were taken from previous research in order to assess CSR dimensions as a group. The 32 items use five-point scales that ranges from 'extremely improbable' (1) to 'extremely probable' (5)

Conceptual Framework

CSR

At the present times, the concept of CSR is regarded as one of the core part of the business world and is increasingly recognized as a management issue of great importance. According to Bowen, (2005) business organizations that are interested in and attempting to implement the recognized ethical policies and behaviors are the ones that could bring in the public support and positive reactions from the society towards the organization. In addition, by assisting in the resolution of urgent social and ecological issues, they gain an advantage and ensure their future success.

Organizational Culture

Martins & Terblanche, (2003) defines organisational culture as an arrangement of notion which a specific group has created, found, or established in having to learn to overcome the difficulties of internal integration and external adaptation, and that have started working enough to be functioned and thus is required to be educated to the new recruits as the appropriate method to use at the time of the issues. Organizational culture is the concept that assists in identifying the reason behind an organization's behavior thereby making it a mark looking up to which all the employees set their beliefs that answers the significance of any event or situation in a uniform way.

Data Analysis

PLS-SEM was used to analyse the collected data. The Partial Least Square (PLS) method is more suitable for exploratory studies. Since this paper extends a previously used theory in the western perspective, the exploratory nature of study makes it an ideal candidate for a PLS analysis. In addition, PLS-SEM is appropriate when the sample size is relatively small. PLS is comprised of two stages: 1) dimension and 2) operational framework (Henseler and Sarstedt, 2013).

Validity and Reliability

This study employed a reflective measurement strategy to assess the concepts and their corresponding indicators. This method evaluates both dependability (internal consistency reliability) and validity (discriminant and convergent validity). The positive impact analysis was performed to assess the consistence and legitimacy of the aspects. Composite reliability (CR) was used to evaluate reliability of internal consistency. Table 1 demonstrates that all values are greater than or equal to 89.7 and less than or equal to 94.6, and are thus adequate for bolstering the notion of reliability. Impact loadings of the introspective pointers and average variance extracted (AVE) were utilised to examine the validity of the convergent model. The results indicate that the impact loadings of every object were greater than 0.60. Numerous objects with low impact loadings (0.6) were eliminated, including : (COI1 and GOI1). In addition, the AVE of every concept was greater than 0.50, indicating that convergent validity was met.

Table 1: Details on constructs and Factors

Main Constructs	Construct	Item	Factor loading	AVE	CR
Organizational Culture	Consistency (CON)	CON1	0.824	0.721	0.917
		CON2	0.872		
		CON3	0.897		
		CON4	0.810		
		CON5	0.801		
		CON6	0.795		
	Involvement (INV)	INV1	0.921	0.873	0.928
		INV2	0.876		
		INV3	0.904		

		INV4 INV5 INV6	0.967 0.873 0.709		
	Mission (MIS)	MIS1 MIS2 MIS3 MIS4 MIS5 MIS6	0.762 0.834 0.916 0.924 0.854 0.785	0.883	0.946
	Adaptability (ADA)	ADA1 ADA2 ADA3 ADA4 ADA5 ADA6	0.945 0.913 0.978 0.905 0.934 0.875	0.987	0.900
Social Activities	Community Involvement (COI)	COI1 COI2 COI3 COI4 COI5 COI6 COI7	0.890 0.867 0.918 0.806 0.795 0.949 0.943	0.871	0.936
	Employee Concern (EMC)	EMC1 EMC2 EMC3 EMC4 EMC5	0.935 0.813 0.878 0.985 0.834	0.954	0.917
	Customer Concern (CUC)	CUC1 CUC2 CUC3 CUC4	0.917 0.975 0.887 0.994	0.873	0.942
	Government Concern (GOC)	GOC1 GOC2 GOC3 GOC4	0.998 0.915 0.907 0.983	0.961	0.903
Economic Activities	Economic (ECA)	ECA1 ECA2 ECA3 ECA4 ECA5 ECA6	0.927 0.948 0.932 0.908 0.975	0.892	0.927
Environmental Activities	Environmental (ENA)	ENA1 ENA2 ENA3 ENA4 ENA5 ENA6	0.793 0.878 0.815 0.964 0.975 0.816	0.942 0.978	0.897 0.912

Utilizing the Fornell-Larcker principle, the discriminant validity of the dimension model was examined. The Fornell-Larcker model was deemed appropriate for evaluating introspective concepts. According to the results (Table), the

square roots of the AVEs were all greater than their corresponding transverse elements. The result was discriminant validity. Consequently, the analysis demonstrated that the notion measures are both reliable and efficient.

Table 2 :Fornell- Larcker Criterion for Discriminant Validity

Construct	OGC	CSR
Organisational Culture (OGC)	0.579	
CSR (CSR)	0.495	0.612

Results

In this research the paradigm of organization was employed for examining the connection between various constructs. it is identified that the path is statistically significant (t-value > 1.96) and the P value has been below average level of significance (0.05). The driver to predict

organisational culture (0.579) has also been identified to be more significant factor for CSR activities in IT companies in indore when tested together. In addition to that, this study also denotes how connection between CSR and organizational culture in IT companies in Indore is significant because it's T value is 4.123.

Table 3: Path Coefficient for CSR and OGC in IT companies in Indore

	Hypothesis	Path Shape	Path Coefficient	Standard Deviation	T-value	P-value	Result
IT companies in Indore	H1	OGC -> CSR	0.382	0.082	4.123	0.000	Supported

Discussion and Conclusion

This paper gives evidence that organisational culture influences CSR activities positively. These results matched those of a few previous research. The findings suggest that organisational culture facilitates the organisation and collaboration of employees and, consequently, plays a significant role in the value creation of CSR activities in relation of Indian businesses. The results provide a comprehension of the importance of organisational culture in enhancing CSR activities. For instance, Jarratt & O'Neill, (2002) asserted that CSR practises are strongly associated with organisational culture. In order to increase their efficiency and acquire a sustainable competitive edge, they suggest that businesses should prioritise the development of a CSR-focused organisational culture. According to the RBV theory, organisational culture is resource that enables businesses to encourage employee participation in enhancing CSR activities

(Sinclair, 2017). In addition, McCarthy, (2016) assert that organisational culture is a crucial strategy for implementing CSR activities. The findings are in accordance with those of, who contend that organisational culture is essential due to its positive effect in promoting extra CSR activities. This suggests that organisational culture plays a significant role in fostering enhanced comprehensive engagement and interaction within and between employees, which in turn strengthens the company's competitive advantage and increases its CSR efforts toward the community. This relationship demonstrates that IT companies in Indore business are committed to fostering a teamwork-oriented organisational culture. The employees should actively participate in decision-making processes commensurate with their assigned organisational levels.

The findings of this study had a number of effects on organisational culture practitioners, particularly those in developing nations. The

results demonstrated the significance of incorporating the Denison dimensions of organisational culture and CSR aspects into the trading policies of companies. If social, environmental, and economic aspects of CSR are not incorporated into the corporate policy, CSR may be an unnecessary expense or a waste of resources. Similarly, it would be challenging to effectively implement policies without an appropriate organisational culture. In addition, the present study provided managers with an in-depth understanding of the significant impact organisational culture has on the incorporation of CSR into business strategies. In turn, this may help companies generate revenue for all interested parties (Milne, 2007). However, the current study has some limitations. This paper analysed the IT companies in Indore, focusing on their respective managers. The results may not be comparable for corporate entities which are not publicly traded. Furthermore, organisational culture and corporate social responsibility (CSR) activities may be implemented differently in other nations. Managers from other nations may have diverse perspectives on the significance of CSR in their companies, which may have an effect on the results. In addition, the method of research was restricted to the quantitative method of collecting data and analysis. The use of qualitative methods, such as interviews with company managers, may further strengthen the findings. Nonetheless, this study contributes to the literature by focusing the importance of organisational culture on CSR-related events. In conclusion, it emphasised the need to research organisational culture in a variety of contexts, particularly in developing nations, and had a profound effect on them (Westrum, 2004). However, prior studies on the relationship between organizational culture and organizational performance were inconclusive.

Managerial Implication - corporate social responsibility and Organizational culture are interrelated. The experiment conducted on the subject of CSR practices with regard to the organizational culture has an objective of evolving the management theory through the development of new way to understand the application of Corporate Social Relationship along with its correlation with the organizational

culture in the companies. The study identified positive and significant correlation between CSR practises and their dimensions and organisational culture and its dimensions. The hypothesis of the study is that the development and implementation of corporate social responsibility is based on and linked with the various crucial factors. This study throws a light on the company's culture. The combination of the above two factors will assist in identifying the degree of CSR implementation in an organization.

This study reaches a number of pertinent conclusions most notably that with the creation of an effective organizational culture that is rich in value, the corporate social responsibility practices of an organization also enhances many fold. This study established analytically the considerable connection between Firm Social Responsibility practises and Organizational culture in the Information Technology industry. This highlights the significance of a CSR-friendly organisational culture that initiates CSR practises within the organisation.

Limitations of the Study – The author presents the empirical study of corporate social responsibility which was restricted only upto the context of linking it with the organizational culture. There is a possibility of more factors to this. This study has been undertaken with a view of correlation with single factor leaving the others untouched for the further research. The research was undertaken under the perimeter of three distinct types of companies i.e. small, large and MNCs leading to the variation in the outcomes.

Future research proposal - using the model developed in this study, the connection between organisational culture and CSR could be investigated in greater depth. Changes in organisational culture should be studied for their effect on corporate social responsibility. Organizational leadership, effectiveness, and quality management in diverse organisational cultures must be measured, and corporate social responsibility connections must be analysed. For getting knowledge regarding the effects on institutional stage, there is a room for comparative research based on other industries.

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