



Effect of Organizational Culture on Corporate Social Welfare Activities

Young Joo JEONG¹, Moon Kyung CHOI²

¹ First and Corresponding Author Ph.D. student, Department of Social Welfare, Gyeongnam University
E-mail: ghdtmdcha@gmail.com

² Second Author Social Worker, Gyeongnam Welfare Center for the Disabled
E-mail: flower930@hanmail.net

Received: June 15, 2021. Revised: July 24, 2021. Accepted: August 02, 2021.

Abstract

Purpose – Stakeholders play a vital part in the company's CSR activities and they are part of the company's achievement and affect the company's achievement or business objectives. This study aims to add insight into the already existing knowledge how the organizational culture can promote corporate social welfare activities.

Research design, Data, and methodology – The current authors obtained text data for the possible practical suggestions which might be used for the creation of coding method. That implies that the present author investigated only trustable textual sources to provide for the possible solutions such as peer-reviewed sources and published book.

Result – Research results indicated that organizational culture promotes corporate social welfare activities by making people know their values and understand how they come about. Not every community knows what its members want and how to achieve its needs. Sometimes, a community can obtain the values and principles of an organization and incorporate them into community values.

Conclusion – Executive leadership and customers are part of society. Any strategy that influences their operation and works ethic influences the contact of the community. This research found methods vital in setting up an excellent culture that enhances profitability and the corporate social welfare activities through motivation and communication.

Keywords: Organizational Culture, Social Welfare, Qualitative Text Analysis

JEL Classification Code: M14, A13, C35

1. Introduction

Many companies and business firms struggle to achieve their vision in the current competitive environment due to challenging business characteristics. Globalization and technological change have led to an increase in global competition to fulfill customer needs and demands. Business management has difficulty establishing an effective and reliable organizational culture that can better business performance and attract more customers (Kenny, 2012). The main objective of any business is to make a profit. Poor cultural interactions impact the operation and functions of the business negatively. According to the study (Bolboli & Reiche, 2014), organizational inventiveness does not succeed due to improper organizational culture among the company's top leadership. So many people have done culture definition in various ways. Kotter and Heskett (1992) see culture as a collection of beliefs, behavior, and values held by a community or a particular society. Organizational culture developed step by step to enhance cohesion; solidarity stimulates creativity and improves the business's economic efficiency to the general public. Corporate culture is a vital element in the business's performance and the unification of different company's elements. Managers can create an influential organizational culture to combine corporate culture so that business activities can flow smoothly. Effective cultural amalgamation within a group is crucial in maintaining good communication (Idris, Wahab, & Jaapar, 2015).

Business firms cannot talk of customer satisfaction without a solid and well-organized culture that enhances customer satisfaction. Business culture supports and strengthens customer service and determines employee behavior, attitude, and work ethics. Corporate social responsibility is an essential element for organizations in recent years. Stakeholders and businesses want to be more sustainable and accepted by the public. Business awareness is on the rise in terms of their environmental impact and social influence. The pressure from different economic sectors for businesses to associate themselves with social dynamics and ecological elements increases rapidly (Epstein & Buhovac, 2010; Linnenluecke & Griffiths, 2010). Corporate social responsibility activities involve the combination of economic components of the business, the social and environmental aspects into one culture that influence the decision making and strategy formulation of the business. The integration must be transparent and enhance accountability. For a sustainable business, companies need to improve social welfare initiatives and minimize ecological impacts on the environment while focusing on achieving the set goals and objectives and the business (Kane, 2006).

Stakeholders play a vital part in the company's CSR activities (Turker, 2009). Stakeholders are part of the company's achievement and affect the company's achievement or business objectives (Voinea & Van Kranenburg, 2017). Unlike when business activities centered on social stakeholders, pressure has increased for organizations to behave responsibly towards nonsocial stakeholders. Nonsocial stakeholders comprise nonhuman elements such as the natural environment and future generations. The increase in pressure has led businesses to organize CSR activities that promote a green, clean and healthy environment that takes care of the needs of the future generation (Wheeler & Sillanpaa, 1998). The paper will discuss the effects of organizational culture on corporate social welfare activities.

Organizational structure aids in the formulation of corporate social strategies of the business and operations. In addition, the paper analyzes how organizational culture shapes the variation and types of corporate social responsibility practices carried out by business organizations. The paper is organized into three sections; the first section comprises the introduction, which provides a brief overview of the topic under discussion. A literature review is the second chapter that looks at the existing knowledge concerning the subject. In the literature review is a research gap that explains why the present research needs to add insight into the already existing knowledge. The third chapter is the solution of the study comprising how the organizational culture can promote corporate social welfare activities. Lastly is the conclusion and implication of the paper.

Corporate social responsibility is an essential bit of a business due to its influence on the entity's credibility, reputation, and overall purchases (Advantage, 2020). Advancement in technology has pushed global competition a notch higher as the customers' needs keep advancing too. Therefore, the company's management must establish an effective and reliable organizational tradition that improves the business's performance and draws more clients. An influential corporate culture stirs creativity and hence improves economic efficiency to the public (Advantage, 2020). It also aids and reinforces client service and influences the worker's behavior, perspective, and adherence to the code of work ethics. Corporate social responsibility is the point of focus for nearly all businesses in recent years. Business brands and the stakeholder aim to be sustainable and acceptable to the general public. Stakeholders are the main pillars of the entity's CSR as they are part of the achievements and business objectives. The focus on CSR is on all stakeholders, including the environment and future personnel prospects (Tamvada, 2020). Modern corporate social responsibility focuses on creating an opportunity for shared value both by the society and the entity (Barauskaite & Streimikiene, 2021). The organization's structure plays an essential role in formulating the corporate social strategies and operation plans for the company. It is also a self-driven process that helps the management recognize the ability of individual employees in the company. The study reviews the impact of organizational culture in the various

corporate social responsibility approaches practiced by different entities. It has three sections, introduction which reviews the impact of organizational culture on CSR activities; literature review, which examines the existing knowledge; and the findings, which evaluate how the organizational culture promotes corporate social welfare activities.

2. Literature Review

Based The chapter explores the organizational culture and its effects by looking at the previous research work. According to Callahan (2014), exploring existing knowledge of organizational culture acts as a foundation for understanding the new condition of the corporate culture. The essence of the literature review is to look at the past successful strategies that top companies used to establish excellent organizational culture and impact the business performance positively. The literature review comprised of several sources on the function of corporate culture, such as the periodicals published books and journals

Organizational culture is a common topic among managers in the business world. There is no specific definition of corporate culture as the concept differs from one culture to another. Although there is no particular definition, organizational culture is the norms that individuals go through every day in their work setting (Schneider, Ehrhart, & Macey, 2013). The experiences determine the behavior and adaptability of members of staff towards the business. Objectives define the vision of the company. The culture comprises shared values, principles, and visible artifacts (Schein, 2015). Organizational culture looks at how individuals in the organization or company interconnect stakeholders (Simoneaux & Stroud, 2014). Business leadership utilizes corporate culture to create the difference between their company and competitors (Weber & Tarba, 2012). Different companies can do the same business, exist on the same technology and operate in the same environment but have different organizational cultures. For example, International Business Machine Corporation (IBM), Hewlett-Packard Corporation (HP), and Apple Inc do similar business and provide similar goods. However, the companies have different organizational cultures (Schein, 2010). IBM uses a long-time mindset with highly motivated employees who are very loyal to the organization (Flamholtz & Randle, 2011; Kotter & Heskett, 1992). On the other hand, Apple focuses on innovation to ensure that its customers receive unique and latest products that adapt to technology changes. HP culture depends on the creativity of its employees.

Organizational culture is a unifying factor of the hardware (nonhuman elements of the business) and the software (human characteristics) to initiate excellent executive performance via teamwork. There is a very tight connection between organizational culture and corporate leadership. A good manager can realize the effect of culture on corporate performance. Howard Schultz, the founder of Starbucks Coffee Company, confirmed that organizational culture is vital in the victory of his company against competitors (Flamholtz & Randle, 2012)

Organizational culture comes from various sources; its acquisition is through experience or beliefs and corporate practices. Company founders influence the organizational culture of the company directly. When a person starts a company or a business, they set strategies that provide the direction of the business during its early stages. The approach plays a tremendous impact on the company's operation in the future as they are the first source of company culture (Andish, Yousefipour, Shahsavaripour, & Ghorbanipour, 2013). At some point, founders use their interaction and experience on their members of the staff (O'Reilly, Caldwell, Chatman, & Doerr, 2014). A good example is Steve Jobs, who forced his personal experience of computers on his employees. The experiences positively impacted the performance of Apple Corporation, making it one of the best companies in the world. The second source of culture is learning. Learning looks at the existing social trends surrounding the business. Sometimes if employees come from the community, they can force their culture to fit the company's target customer. In many cases, it the society that imposes its culture on the organization because members of that society are part of the organization's staff (Gibbs, 2012)

Organizational culture originates back in 1951 by Jaques. Since then, different scholars and academicians have published several books and journals about corporate culture. The subject became an essential topic after managers realized that it plays a critical role in influencing consumer behavior. Schein (1985) describes the significance of organizational culture in business performance by looking at three main elements; artifacts, values, and assumptions. Artifacts constitute the visible components of corporate culture, such as the structures and work setup. The values include the business strategy and the beliefs of different organization members, while values represent the unofficial elements in the organization that are very important. In 1992, Kotter and Heskett studied several companies in the United States, and the results indicated a close connection between business performance and organizational culture (Kotter & Heskett, 1992). The study was appreciated and acknowledged by Schein as one of the significant studies in

the business world. Flamholtz and Randle also provide essential information on organizational culture by practically evaluating several companies in the United States and other parts of the world.

Organizational culture has been changing with the change of technology and consumer needs. In the 1980's the theory focused on social sciences such as social psychology, anthropology, and sociology (Denison, 1990). The idea has expanded to include the nonhuman stakeholders in the business as they are everyone's concern in the current economic world. Having a healthy and effective working environment is vital in improving organizational excellence (Fusch & Gillespie, 2012). Business excellence is the number one objective of any business. The two (business excellence and corporate culture) share similar characteristics. A company with an excellent, influential organizational culture has high chances of achieving business excellence (Brown 2013). The features of unique cultures include problem-solving, using people to increase productivity, leadership entrepreneurship, and the major one being decision-making (Abusa & Gibson, 2013). The characteristics are vital in preserving influential organizational culture and business excellence. Different companies experience weak or organizational solid culture depending on how they formulate their strategies.

Businesses with strong organizational culture have employees share the same prospect regarding the organization, which are always similar to the organization's set values and principles (Flamholtz & Randle, 2011). In a strong culture, top leadership influences the performance of employees by motivating and changing their attitude about the organization (Simoneaux & Stroud, 2014). Motivating employees makes it easy for new members to adapt to the organizational values. When individuals are encouraged, the desire to be like their mentor increases, which makes them more focused. Contrary, organizations with weak organizational culture experience decreased performance and productivity. Employees experience difficulty defining the organization's objectives and values, making it difficult to differentiate between the right and wrong process of doing business. According to Schein (2010), companies with weak organizational culture experience communication problems leading to a lack of transparency and accountability. The leadership lacks a uniform path and flow of activities, creating a gap between employees and the management. As a result, the execution of functions becomes complex and problematic. Companies with weak organizational culture are at risk of collapsing because employees have different beliefs from the management, which means the company's objective is not well organized (Eaton & Kilby, 2015).

The standard type of organization model adopted by many organizations is the Denison organization model (Denison, 1990). In the model, Denison outlined the four critical elements in organizational culture: mission, involvement, adaptability, and consistency. The elements are crucial in developing and maintaining an excellent organizational culture (Kotrba, Gillespie, Schmidt, Smerak, & Ritchie, 2012). Involvement and consistency are internal factors of the business, while adaptability and mission comprise external factors in keeping an influential culture. Researchers argue that involvement is a critical factor among the four because it contains transparent communication, focused leadership, and interpersonal relationship in the work environment (Engelen, Flatten, Thalmann, & Brettel, 2014). Involvement allows employees to participate in the organization's decision-making, building their confidence and creating a positive attitude towards the organization. Also, employee participation in significant decision-making enhances loyalty, trust and creates a bond between them and the organization. They feel like shareholders of the company hence working hard towards the company's objective (Denison, 1990). There are four types of organizational culture, namely, adhocracy culture, market culture, clan culture, and the culture of hierarchy (Fiordelisi, 2014; Wiewiora, Murphy, Trigunaryyah, & Brown, 2014). Adhocracy culture is also known as entrepreneurial culture. It is associated with business innovation, creativity, and changing business elements (Sok, Blomme, & Tromp, 2014). Market culture involves achieving the business set goals and market competition (Pinho, Rodrigues, & Dibb, 2014). Clan culture- also known as supportive culture, entails leadership orientation, business cohesion, and participation (Han, 2012). Hierarchy culture is a collection of codes and principles that monitor and direct organizational activities.

The present research needs to add knowledge and information to the existing literature. Globalization and technological advancement have led to business organizational structure changes to meet the new shift in the market. Just like other aspects of business, administrative culture activities change with time. The existing literature does not extensively link how technology and globalization impact the development of organizational culture hence influencing corporate social welfare activities. Technology has made the world become like a small village. People can reach one another easily without struggle. Therefore, corporate social activities are changing to cater to everybody irrespective of the social distance. The research will add insight into the existing knowledge. It will consider changes in technology and marketing strategies by viewing social media as the new marketing and contracting business method.

Corporate social welfare activities are projects corporations integrate into their business operations which involve costs control, environmental care, philanthropic gestures, and volunteering in the community. The norm for corporations extending responsibility to the community has existed for a long time (Fanti & Buccella, 2017). Initially, CSR was voluntary and targeted to the areas of interest by various corporations. The advancement in technology led

to globalization, where corporations can run businesses all over the world. Globalization necessitated the change of approach for CSR (Fanti & Buccella, 2017). It is one way to fulfill the sense of identity by both the customers and the employees of an entity, which boosts the morale for work and satisfaction from the clients, resulting in the company's high performance.

Companies with visions to be leaders in corporate social welfare activities experience increasing public expectations, innovation heights, and heightened environmental problems. The need to extend service to the communities hosting the entities has grown over time. Regulations and laws governing the extent and nature of the CSR developed (Advantage, 2020). The governments developed the guidelines too for exercising CSR. Most corporations focus on promoting education in the communities by providing opportunities for scholarships and educational materials. They also work to eradicate hunger and poverty by providing food items and seminars on income-generating activities for the communities around them. Other activities for social welfare by corporations include promoting gender equality (Advantage, 2020), empowerment of women, promoting maternal health, and reducing child mortality rates. With the emergence of globalization, corporate social welfare activities can now cater to everybody despite the area code. The technology enhances the mode of operations for companies. Marketing approaches are now conducted through social media, while drop shipping is gaining momentum.

3. Methodology

Prior An analysis from the previous study revealed that an interpreter excludes natural science (quantitative) methodologies since a qualitative methodology adopts a knowledge of individuals' reality. There is no unique reality because there are different definitions of leadership in the interpretative model (Woo, & Kang, 2020). As a result, for the present research which adopted the use of qualitative textual method, it will be quite reasonable and vital to assess these various meanings in the contexts of environmental education and leadership in establishing a holistic structure that could enable educational organizations to implement competitive and environmentally enduring guidance. Qualitative methodologies match interpretative approaches since they are holistic and quality methods meant to consider the inductivity of strategies. A qualitative approach is vital because it is distinct from the techniques used in optimistic paradigms linked to science laws. In seminal research, past study defines quantitative researches that numbers are focused on the empirical results are constrained in trying to justify only why things happen without considering both in why and how things happen (Richard & Kang, 2018).

One of the main problems in science is whether they are using epistemology that is objectivistic or interpretative. Previous research has shown that researchers can use qualitative research if factual knowledge is needed to address research questions. In the last report, qualitative research was also preferable if questions regarding thoughts, behaviors, perceptions, beliefs, and desires are addressed. Irrespective of the procedure, the study is sufficient if it has a high certainty in the thorough definition, interpretation, and justification. For instance, a textual analysis would be integrated into the researcher's data collection to determine the topics most apparent in the report. These themes will shape the strategies for enhancing environmental leadership by educational practitioners and other educational researchers. Furthermore, it may be necessary for researchers to demonstrate their validity adequately. In this case, the study tried to provide qualitative alternatives for educational leaders. Therefore, it is suitable for the provision of systematic research recording their understanding and support (Fürsich, 2009; Hsieh & Shannon, 2005; Kang, 2020).

In this part, the results of the study are explored, following a systematic review method. First, to understand the issue, the current author used the existing theories of environmental and educational leadership. The study issue then resulted in developing a research problem that the researcher sought to address inductively. The author collected data about the possible solutions that can be used for coding creation using Web data analysis from various selected journal papers. Then, the author coded the data and generated different topics as data solutions after obtaining and loading them into the textual analysis framework. From these, strategies were identified that education leaders could use inside their policies to boost environmental leadership (Hsieh & Shannon, 2005). After all, for corporate practitioners seeking to align their policies priorities with environmental leadership, the present research showed the following seven key subjects as the most important suggestions.

The qualitative content (textual) analysis helps analyze data collected to study how organizational culture impacts various corporate social responsibility practices for business entities (Isoaho, Gritsenko, & Mäkelä, 2021). The method involves five steps. Selecting the content for analysis is the first step, which consists of choosing the source of texts to be studied, such as newspapers, websites, and genres such as opinions and marketing speeches. Next is to select the criteria for inclusion and fix the parameters such as duration and location. Sampling is applicable if the volume of the text is significant. The second step is the definition of units and categories for analysis. It involves defining coding

units such as the frequency of words, texts, or phrases (Isoaho et al., 2021). It also includes setting categories for coding, such as objective characteristics or conceptual characteristics.

The third step is developing a set of coding rules. It is the process of organizing the defined units of meaning into categories. It is a crucial step to ensure the coding of all texts consistently. Coding rules also increase transparency and reliability (Schreier, Stamann, Janssen, Dahl, & Whittal, 2019). The fourth step involves coding the responses according to the previous set rules. The process entails going through each answer and recording the relevant information in the appropriate categories. Computer programs such as QSR and Diction are helpful at this stage as they speed the counting and categorizing of the responses (Vazou, Webster, Stewart, Candal, Egan, Pennell, & Russ, 2020). The last step is analyzing the data to find patterns and obtaining a conclusion of the research study question. The use of statistical analysis is relevant to get correlations or patterns and discuss the implications of the results. The qualitative methodology for research is appropriate because the responses included thoughts, behaviors, beliefs, and desires (Vazou et al., 2020). The present researchers obtained textual data from previous published studies which are mostly peer-reviewed works and utilized. That indicates that this research did not apply prior conference papers for analyzing between main factors that are made up of corporate cultures and corporate social welfare activities. The figure 1 shows the justification why textual sources useful for researchers based on numerous prior studies (Woo & Kang, 2020; Fürsich, 2009; Hsieh & Shannon, 2005; Kang, 2020; Schreier et al, 2019; Vazou et al, 2020).

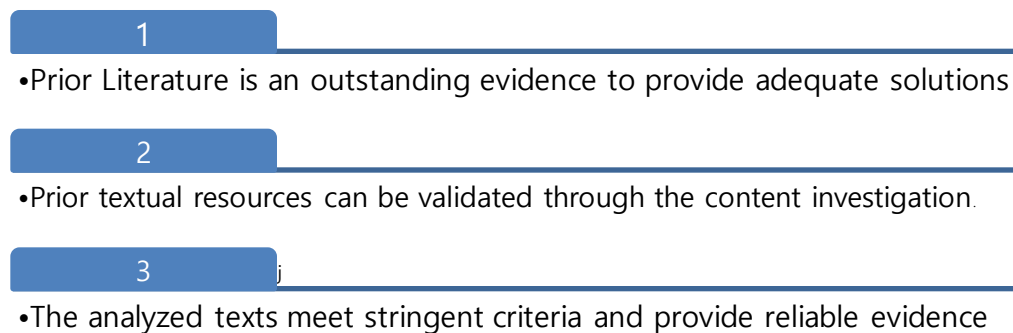


Figure 1: The Justification of Qualitative Textual Approach

4. Research Solutions

Organizational culture consists of three sections; values, rituals, and symbols. Symbols and rituals are elements seen through observation. Rituals are undertakings that show and promote vital aspects of the organization. Symbols indicate the significant elements of the organization, such as the vision and values of the organization. Values are grouped into six distinct features; uncertainty avoidance, power distance, masculinity and femininity, indulgence and restraint, collective and individual. The mission and vision statement are vital elements that affect corporate social welfare activities. Any social welfare activity initiated by any company aims at meeting the goal or objectives directly. Organizational culture is developed by considering the company's purpose.

The study opted to use Hofstede's four dimensions to explain the relationship between organizational culture and corporate social welfare activities. It allows for contrasting and comparing the results for diverse cultures (Beugelsdijk & Welzel, 2018). The power distance dimension corresponds to the equality or inequality in the corporate social welfare activities across different cultures. The scores for individualism reveal the extent to which the groups or individuals are responsible for other results of the social welfare activities. The reference to masculinity dimensions reveals the nature of a nation in matters of corporate social welfare activities. It shows whether a country is competitive or if it can nurture corporate social responsibility. The degrees of long-term orientation dimension further indicate whether corporations' decisions to offer the social responsibility service are short-term or long-term and the accompanying effects. With the globalization effects on businesses, Hofstede's dimensions provide essential knowledge of different business views across different cultures.

4.1. Organizational Culture and Corporate Social Responsibility

Organizational solid culture positively impacts the corporate social responsibility activities. Organizational culture is an essential element in achieving CSR integration. The mission, which is part of the organizational structure, provides the values and beliefs of the shares that offer guidance to people and community members. For example, understanding the customer's needs and demands and formulate strategies that aid in engaging employees to meet the demands increases the employee behavior towards attaining several corporate social welfare activities. A sustainable organizational structure that supports the understanding and value of the environment guides and directs the conduct of its members towards respecting and supporting the need for sustainability (Bonn & Fisher, 2011). The four elements that were mentioned earlier in the Denison model directly impact CSR activities.

The first adaptability can affect corporate social responsibility activities in several ways. Culture can change the interaction of people to fit in the external environment. Organizations embrace different opportunities accompanied by the change to cater to the environment (Porter & Kramer, 2006). Public pressure forces organizations to develop cultural aspects that preserve the environment. Consistency in organizational culture aids the members of the organization to absorb and accept the values as part of their life. Acceptance makes it easy to implement corporate social responsibility activities. Consistent values and goals make it easy for companies to strategize and initiate activities that promote corporate social welfare (Bakhsh Magsi, Ong, Ho, & Sheikh Hassan, 2018). The final element of organizational culture that influences corporate social welfare is in the Denison model is employee involvement in decision making. When employees are involved in making decisions involving corporate social welfare activities, they own the movement (Amah & Ahiauzu, 2013). Involving employees makes them feel like shareholders of the company, making it easy for them to implement the organized corporate social welfare activity. Measuring values from individual behavior can be unclear because values can be affected by various aspects of life. The following are the four standard measured dimensions to evaluate the effect of culture in an organization.

4.2. Power Distance

Power distance is the power that comes with hierarchy. It explains the acceptance of power-sharing. Individuals with high power who can flex their muscles agree and tolerate inequality. Those with less power fight and value equality, believing that everybody is entitled to an equal share irrespective of their power. Power distance influences communication, decision-making, and leadership, which are fundamental aspects of corporate social welfare activity. Apart from communication being an element to exchange information also acts as a source of motivation. Effective communication creates a good rapport making the flow of information easy hence the excellent implementation of functions. The high-power distance index shows that the organization's culture does not value equity and the difference in power (Rinne, Steel, & Fairweather, 2012). Instead, it encourages bureaucracy and extreme respect for the difference in ranks and position. Various elements characterize the high-power index. First, parents teach children the need for obedience and equality. Secondly, the education system is teacher-centered; junior subordinates receive directions and are prohibited from taking part in the negotiation process. Older people receive automatic respect mixed with fear. In Large power index countries, the legitimacy of power is irrelevant. The income distribution usually is uneven, and the system is faced with frequent corruption as accountability is low (Wang, Su, & Yang, 2011).

Low power index shows that the organization or country encourages and values organizational structures. The index is associated with a decentralized way of decision formulation, which is participatory and emphasizes the need for equal power distribution. In the culture, parents treat children as similar people who have rights and freedom. Subordinates consultation is necessary when it comes to a decision making especially those involving them. The culture also makes use of religion to stress the need for equality for believers. Besides, the power use in the low power index is expressly subject to the criteria of good and evil (Wang et al, 2011; Sigler & Pearson, 2000).

4.3. Individualism and Collectivism

There are different types of people in a work environment. Some prefer working alone while others prefer working in a group. The individualism and collectivism form explore the classification of people in the society and the general perception of each group. Individualism is associated with the personal image of a person. Enhanced significance focuses on achieving personal objectives. The "I" in individualism advocates for privacy and allows people to speak their minds because of one vote. In individualism, people need to take care of themselves and their close family members, and in case one commits a crime, the feeling of guilt fills their mind due to personal judgment (Rinne et al, 2012; Gardner, Reithel, Foley, Cogliser, & Walumbwa, 2009).

Collectivism defines the self-image of a group by using the noun "we." There is a greater significance on the objectives of the group than on a person. In most collectivist cultures, individuals are born and raised in an extended family, hence appreciating the need to live as a group (Black, Mrasek, & Ballinger, 2003). People live in harmony and understanding of one another as opinions and votes are determined and accepted by the group. An organizational culture that supports collectivism supports teamwork hence inviting other business elements. Personal time and freedom should not be a concern to employees; they need to adapt to the organizational culture through mentorship and motivation. Working in a team makes it easy for employees to understand each other avoiding unnecessary conflicts while at work (Black et al., 2003).

4.4. Uncertainty Avoidance

Uncertainty avoidance is the difference in the amount of tolerance of different cultures in the society. The characteristics of strong uncertainty avoidance are anxiety, neuroticism, and high-stress levels among individuals in the community. People experience low scores in terms of health, and what is different is termed as dangerous because of increased intolerance to other ideas or opinions. The teachers in the strong uncertainty avoidance have the answers to everything, and there is a very high need for the emotional condition of the rules, whether applied or not. Weak uncertainty avoidance is associated with low stress, increased levels of self-control, and low anxiety. The teachers are not expected to have answers to everything, and changing the work environment from one job to another is not a problem. Weak uncertainty supports innovation, and new ideas as different make people curious and get the authority's attention (Marinescu, 2014; Wang et al, 2011).

Organizational uncertainty avoidance is seen through the rules that monitor employees' rights, privileges, duties, and superiors. There is a vast difference between uncertainty avoidance and risk avoidance. Risk avoidance is associated with a particular scenario with a probability that it will happen. Uncertainty has no specific issues, neither is there any anticipation of anything to happen. The rules are always in line with the company policies the support corporate social welfare activities. Uncertainty helps employees to stick to the set guidelines and principles when implementing corporate social responsibility activities. Uncertainty acceptance cultures provide an excellent environment for business innovation as it supports new ideas and tolerates unique ideas, which can go a long way in increasing the organization's productivity (Kang & Lee, 2021).

4.5. Masculinity and Femininity

The masculinity and femininity dimension is associated with essential work items. It is the most crucial part of the organizational structure because it deals with the earning stem. Earning is achieved through salaries and incentives that motivate workers (Amah & Ahiauzu, 2013). Incentives encourage workers to work extra hard, making the organization's production rate be at its peak. An organizational structure with reasonable earning changes the attitude of employees towards the organization. A happy employee is a hardworking person, and so are customers. When a company formulates an effective organizational structure, employees will be willing to come up with a large number to support voluntarily corporate social welfare activities.

Organizational culture can promote corporate social welfare in various ways. The first is by localization of efforts. For an organization to achieve effective corporate social welfare activity, the local focus must be considered. Even if the company is a multinational company with a global campaign, it understands the local people's culture and the activities of the local people, making it easy for the project to impact them positively (Amah & Ahiauzu, 2013). Localization of efforts through organizational culture makes the community accept the company and become loyal as they feel like they have been considered and make part of the company. Also, local efforts build support, creating a good rapport between the community and the organization that is good for business.

Organizational structure has also led to increased stakeholder involvement in vital decision-making that promotes corporate welfare activities. If a company plans to carry out a voluntary cleaning program, involving the local community in the plan makes it easy to be accepted by the community and invite more people to participate in the initiative. Without involvement, some people feel like they are being dictated on what should be done, which creates a negative image than the original intention of the campaign. In addition, a plan cannot be fully executed if it is not communicated well. Communication creates understanding and enhances the functioning and operation of the company (Flamholtz & Randle, 2011). Besides, organizational culture promotes corporate social welfare activities by making people know their values and understand how they come about. Not every community knows what its members want and how to achieve its needs. Sometimes, a community can obtain the values and principles of an organization and incorporate them into community values. For example, if a community has never supported charity or does not care about preserving the environment for the future generation. Suppose an organization educates them

on the need to protect the environment and the importance of charity in helping the poor and less fortunate in society. Members can see sense and adopt the new initiative because it is helpful to them.

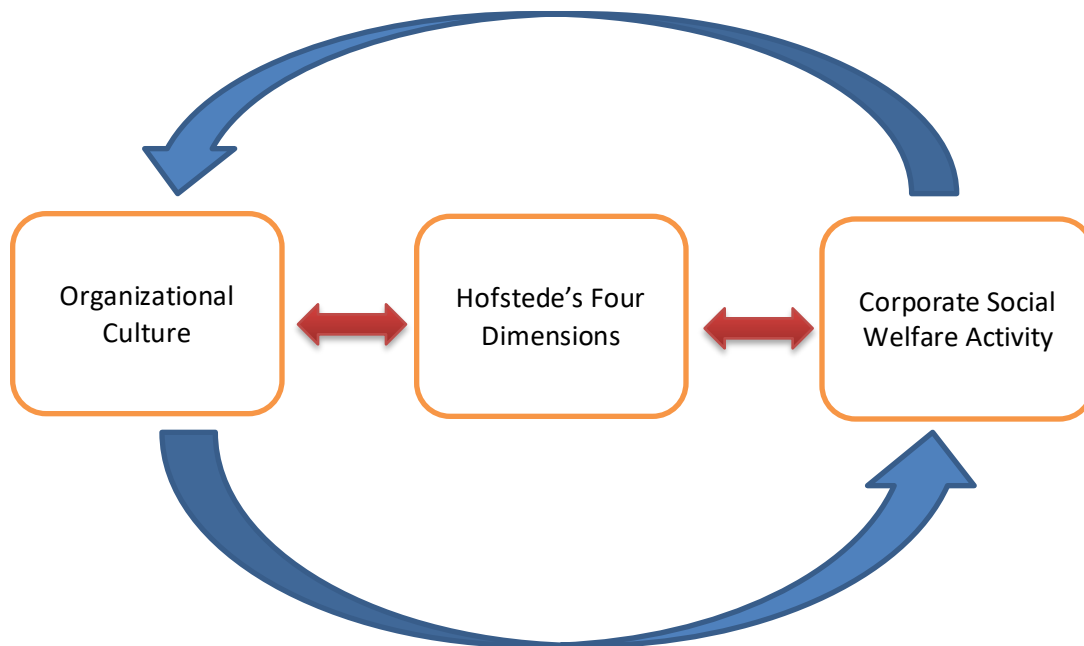


Figure 2: The Role of Hofstede's four dimensions between OC and CSR

5. Conclusion, Implication and Limitation

After Organizational culture elements associated with social values consist of customer satisfaction, corporate social responsibility, and motivation (Sharma & Good, 2013). Executive leadership and customers are part of society. Any strategy that influences their operation and works ethic influences the contact of the community. This research found methods vital in setting up an excellent organizational culture that enhances profitability and business performance (Whalen, 2014). The strategies are also essential for the implication of social change. Productive organizations invest in corporate social welfare to create job opportunities and improve the living standards of community members (Melo, 2012).

Business managers are constantly struggling to come up with strategies to increase their market competition. Many use the organizational system to keep the reputation, productivity, and profitability of the organization. Possessing an excellent and influential organizational culture is vital to improve profitability. The purpose of the paper was to explore the effects of organizational culture on corporate social welfare activities. The study looked at the critical elements in the Denison model, such as adaptability, mission, involvement, and consistency.

Denison discovered that the four are essential elements in maintaining an excellent organizational culture. In addition, the paper looked at the four main dimensions of values. The first dimension is power distance that explores the design and structure of the organization. The second is individualism and collectivism, describing how individual and group work can affect organizational performance and impact corporate social activities. The third dimension was masculinity and femininity, which looks at the reward system, such as providing incentives that make employees loyal and focused on achieving the organization's goal. Uncertainty avoidance is the last value dimension discussed in the paper that recognizes the need to prepare for activities that add value to the organization. Therefore, organizational culture impacts the corporate social welfare activities through motivation, communication decision making, and administrative matters.

The organizational culture on corporate social welfare activities influences further research in matters ethical concerns of the study. Corporates that adopt leadership ethics from top management will have compliant employees because they look up to the manager's behavior. The authority, therefore, has to mind their conduct to portray a

positive behavior that employees can emulate (Ganescu & Gangone, 2017). Further study can consequently explore the limitation of the study on ethical concerns of the organizational structure. Another shortcoming of the study is the influence of technology on the organizational culture and its impact on corporate social welfare activities. Information technology revolutionizes the operations of companies and slowly changes the cultural values of the organization. Through growth in technology, new concepts and processes come up. Marketing strategies changes, globalization takes effect, and therefore the need to adjust the corporate social responsibility approaches. The study thus implies room for further research to fill the gaps.

The organizational culture affects corporate social welfare activities through motivation. By implementing the organizational culture on CSR, organizations will continuously demand commitment to the organization by the employees. The sense of belonging to the corporate set in amongst the employees as they identify with the company's norms, values, and artifacts (Nikpour, 2017). The motivation by the organization energizes the employees for higher performance. Secondly, the organizational culture on CSR impacts communication. A solid organizational culture establishes a well-defined communication means among workers and the authority. Corporate management employs the communication medium to design transparent communication, which encourages teamwork and a habit of sharing among the company's team (Edinger-Schons et al., 2019). Another practical implication of the organizational culture is the decision-making process. A solid corporate culture involves employees in the decision-making process, which promotes a sense of ownership and duty. When employees are involved, performance and productivity improve.

Despite the positive results from the study of how organizational structure promotes corporate social welfare activities, the study is limited in that some communities are ignorant of the needs of their members and how to satisfy them. The study is also limited in the scope of creating awareness among the social groups of the importance and roles of corporate social welfare activities, especially for communities without any experience of charity activities or environmental conservation events. Corporate social welfare activities awareness creation will help them appreciate the initiative to uplift the needy and marginalized. Organizational culture in the corporate world is very dynamic, and so is the need to adapt the corporate social welfare activities. The study did not factor in the advancement in technology and the global market and how they affect the development and growth of organizational culture, hence impacting corporate social welfare activities.

References

- Advantage, C. (2020). *Corporate Social Responsibility. CSR and Socially Responsible Investing Strategies in Transitioning and Emerging Economies*, Hershey, PA: IGI Global.
- Ardito, L., Messeni Petruzzelli, A., Pascucci, F., & Peruffo, E. (2019). Inter-firm R&D collaborations and green innovation value: The role of family firms' involvement and the moderating effects of proximity dimensions. *Business Strategy and the Environment*, 28(1), 185-197.
- Abusa, F., & Gibson, P. (2013). TQM implementation in developing countries. *Benchmarking: An International Journal*, 20(5), 693-711.
- Amah, E., & Ahiauzu, A. (2013). Employee involvement and organizational effectiveness. *Journal of Management Development*, 31(7), 661-674.
- Andish, H. A., Yousefipour, M., Shahsavaripour, H., & Ghorbanipour, A. (2013). Organizational culture and its impact in organizations. *Interdisciplinary Journal of Contemporary Research in Business*, 5(1), 1126-1130.
- Bakhsh Magsi, H., Ong, T., Ho, J., & Sheikh Hassan, A. (2018). Organizational Culture and Environmental Performance. *Sustainability*, 10(8), 2690.
- Black, R. S., Mrasek, K. D., & Ballinger, R. (2003). Individualist and Collectivist Values in Transition Planning for Culturally Diverse Students with Special Needs. *Journal for Vocational Special Needs Education*, 25(2-3), 20-29.
- Barauskaite, G., & Streimikiene, D. (2021). Corporate social responsibility and financial performance of companies: The puzzle of concepts, definitions and assessment methods. *Corporate Social Responsibility and Environmental Management*, 28(1), 278-287.
- Beugelsdijk, S., & Welzel, C. (2018). Dimensions and dynamics of national culture: Synthesizing Hofstede with Inglehart. *Journal of cross-cultural psychology*, 49(10), 1469-1505.
- Bolboli, S., & Reiche, M. (2014). Culture-based design and implementation of business excellence. *The TQM Journal*, 26(4), 329-347.
- Callahan, J. (2014). Writing literature reviews: A reprise and update. *Human Resource Development Review*, 13(3), 271-275.

- Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. New York, NY: Wiley
- Eaton, D., & Kilby, G. (2015). Does your organizational culture support your business strategy? *Journal for Quality and Participation*, 37(4), 4-7.
- Edinger-Schons, L. M., Lengler-Graiff, L., Scheidler, S., & Wieseke, J. (2019). Frontline employees as corporate social responsibility (CSR) ambassadors: A quasi-field experiment. *Journal of Business Ethics*, 157(2), 359-373.
- Engelen, A., Flatten, T., Thalmann, J., & Brettel, M. (2014). The effect of organizational culture on entrepreneurial orientation: A comparison between Germany and Thailand. *Journal of Small Business Management*, 52(4), 732-752.
- Epstein, M. J., & Buhovac, A. R. (2010). Solving the sustainability implementation challenge. *Organizational Dynamics*, 39(4), 306-315.
- Fanti, L., & Buccella, D. (2017). Corporate social responsibility, profits and welfare with managerial firms. *International Review of Economics*, 64(4), 341-356.
- Fiordelisi, F., & Ricci, O. (2014). Corporate culture and CEO turnover. *Journal of Corporate Finance*, 28(October), 66-82.
- Flamholtz, E., & Randle, Y. (2011). *Corporate culture: The ultimate strategic asset*. Stanford, CA: Stanford University Press.
- Fürsich, E. (2009). In defense of textual analysis: Restoring a challenged method for journalism and media studies. *Journalism studies*, 10(2), 238-252.
- Fusch, G. E., & Gillespie, R. C. (2012). *A practical approach to performance interventions and analysis: 50 models for building a high-performance culture*. Upper Saddle River, NJ: FT Press
- Ganescu, C., & Gangone, A. (2017). A model of socially responsible organizational culture. *Studia Universitatis Vasile Goldiș Arad, Seria Științe Economice*, 27(2), 45-59.
- Gardner, W. L., Reithel, B. J., Foley, R. T., Coglisier, C. C., & Walumbwa, F. O. (2009). Attraction to organizational culture profiles: Effects of realistic recruitment and vertical and horizontal individualism—collectivism. *Management Communication Quarterly*, 22(3), 437-472.
- Gibbs, C. (2012). Corporate citizenship and corporate environmental performance. *Crime, Law, and Social Change*, 57(4), 345-372.
- Han, H. (2012). The relationship among corporate culture, strategic orientation, and financial performance. *Cornell Hospitality Quarterly*, 53(3), 207-219.
- Hsieh, H. F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis. *Qualitative health research*, 15(9), 1277-1288.
- Idris, S., Wahab, R., & Jaapar, A. (2015). Corporate cultures integration and organizational performance: A conceptual model on the performance of acquiring companies. *Procedia - Social and Behavioral Sciences*, 172(January), 591-595.
- Isoaho, K., Gritsenko, D., & Mäkelä, E. (2021). Topic modeling and text analysis for qualitative policy research. *Policy Studies Journal*, 49(1), 300-324.
- Kane-Urrabazo, C. (2006). Management's role in shaping organizational culture. *Journal of Nursing Management*, 14(3), 188-194.
- Kang, E. (2020). The Relationship between Reinforcement of Employee's Customer-Centric Behavior and Employee Motivation Factors. *Advances in Social Sciences Research Journal*, 7(7), 338-347.
- Kang, E., & Lee, H. (2021). Employee Compensation Strategy as Sustainable Competitive Advantage for HR Education Practitioners. *Sustainability*, 13(3), 1049.
- Kenny, G. (2012). Diversification: Best practices of the leading companies. *Journal of Business Strategy*, 33(1), 13-19.
- Kotrba, L., Gillespie, M., Schmidt, A., Smerek, R., Ritchie, S., et al. (2012). Do consistent corporate cultures have better business performance? Exploring the interaction effects. *Human Relations*, 65(2), 241-262.
- Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance*. New York, NY: Kotter
- Linnenluecke, M. K., & Griffiths, A. (2010). Corporate sustainability and organizational culture. *Journal of World Business*, 45(4), 357-366.
- Marinescu, G. (2014). Uncertainty Avoidance in Romanian organizational culture. *Journal of Business and Retail Management Research*, 8(2), 30-41.
- Melo, T. (2012). Determinants of corporate social performance: The influence of organizational culture, management tenure, and financial performance. *Social Responsibility Journal*, 8(1), 33-47.
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6(1), 65-72.

- O'Reilly, C., Caldwell, D., Chatman, J., & Doerr, B. (2014). The promise and problems of organizational culture: CEO personality, culture, and firm performance. *Group & Organization Management*, 39(6), 595-625.
- Pinho, J., Rodrigues, A., & Dibb, S. (2014). The role of corporate culture, market orientation, and organizational commitment in organizational performance. *Journal of Management Development*, 33(4), 374-398.
- Porter, M. E., & Kramer, M. R. (2006). Strategy and society: the link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78-92
- Richard, J., & Kang, E. (2018). Culture, Competencies and Compensation: A Framework for Pay for Performance Incentives. *American Journal of Management*, 18(4), 33-48.
- Rinne, T., Steel, G. D., & Fairweather, J. (2012). Hofstede and Shane revisited: The role of power distance and individualism in national-level innovation success. *Cross-cultural research*, 46(2), 91-108.
- Schein E. H. (1985). *Organizational culture and leadership*. San Francisco, CA: Jossey Bass
- Schein, E. H. (2015). Corporate Culture. *International Encyclopedia of the Social & Behavioral Sciences*, 2(4), 923-926.
- Schein, E. H., (2010). *Organizational culture and leadership (4th ed.)*. San Francisco, CA: Jossey-Bass.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361-388.
- Schreier, M., Stamann, C., Janssen, M., Dahl, T., & Whittal, A. (2019). Qualitative Content Analysis: Conceptualizations and Challenges in Research Practice—Introduction to the FQS Special Issue "Qualitative Content Analysis I". In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research*, 20(3), 38
- Sigler, T. H., & Pearson, C. M. (2000). Creating an empowering culture: examining the relationship between organizational culture and perceptions of empowerment. *Journal of quality management*, 5(1), 27-52.
- Simoneaux, S., & Stroud, C. (2014). A strong corporate culture is key to success. *Journal of Pension Benefits*, 22(1), 51-53.
- Sok, J., Blomme, R., & Tromp, D. (2014). Positive and negative spillover from work to home: The role of organizational culture and supportive arrangements. *British Journal of Management*, 25(3), 456-472.
- Tamvada, M. (2020). Corporate social responsibility and accountability: a new theoretical foundation for regulating CSR. *International Journal of Corporate Social Responsibility*, 5(1), 1-14.
- Turker, D. (2009). Measuring Corporate Social Responsibility: A Scale Development Study. *Journal of Business Ethics*, 85(4), 411-427.
- Vazou, S., Webster, C. A., Stewart, G., Candal, P., Egan, C. A., Pennell, A., & Russ, L. B. (2020). A systematic review and qualitative synthesis resulting in a typology of elementary classroom movement integration interventions. *Sports medicine-open*, 6(1), 1-16.
- Voinea, C. L., & Van Kranenburg, H. L. (2017). *Nonmarket Strategic Management*. London, England: Routledge.
- Wang, D., Su, Z., & Yang, D. (2011). Organizational culture and knowledge creation capability. *Journal of knowledge management*. 15(3), 363-373.
- Weber, Y., & Tarba, S. (2012). Mergers and acquisitions process: The use of corporate culture analysis. *Cross Cultural Management*, 19(3), 278-293.
- Whalen, T. (2014). Utilizing the social transaction theory of social ontology to understand organizational culture change. *Journal of Business & Economics Research*, 12(1), 37-42.
- Wheeler, D., & Sillanpaa, M. (1998). Including the Stakeholders: The Business Case. *Long Range Planning*, 31(2), 201-210
- Wiewiora, A., Murphy, G., Trigunaryah, B., & Brown, K. (2014). Interactions between organizational culture, trustworthiness, and mechanisms for inter-project knowledge sharing. *Project Management Journal*, 45(2), 48-65.
- Woo, E. J., & Kang, E. (2020). Environmental Issues As an Indispensable Aspect of Sustainable Leadership. *Sustainability*, 12(17), 7014.