

ORGANIZATIONAL CULTURE OF SOCIALLY RESPONSIBLE COMPANIES

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Abstract:

The organizational culture of a company implementing CSR principles ought to be based upon values which constitute the fundamentals of corporate social responsibility. This means that both organizations and their employees ought to be characterized by cultural features facilitating the implementation of basic CSR. The review of literature and research results indicate several cultural characteristics of companies implementing CSR. These encompass freedom in making decisions, employees' creativity, pursuit of personal development, the right to experiment, openness to entities in the surrounding environment, respect of and tolerance for unfamiliar values, teamwork, care for employees, open relations between the manager and subordinates. These and other cultural features which foster the implementation of CSR reflect particular cultural values creating a model of organizational culture which facilitates the emergence of corporate social responsibility. These include people focus, task focus, low power distance, low communicative context, high insecurity tolerance, external focus, individualism, and status based upon bestowal.

The identification of the above-mentioned cultural values became the main objective of the paper. The supplementary objective is to discuss results of pilot studies verifying the cultural CSR model. The paper will be of theoretical and empirical character.

Keywords: CSR, Organizational Culture,