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Organic Organization's Role in Serving Community by Enhancing: Corporate Social Responsibilities

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Abstract

Objectives: This study sheds light on an organic organization's specifications, levels, types, and major processes, and how they interact in serving community through enhancing Corporate governance approaches and Social Responsibilities (CSR), within social activities, such as volunteering, charity support, and donation, and so forth from an employee's perspectives. **Methods/Statistical Analysis:** The study used an empirical approach which includes qualitative and quantitative methods to analyze data, by comparing the results of the systematic literature review with statistical results. The systematic review led us to recognize the organic organization's features and activities, which are the axes of the questionnaire, the selected participants were 50 employees of a fast food company in Saudi Arabia. **Findings:** Findings showed that organic organizations have implemented multi-growth and adapted changeable hierarchy to enhance community services and it has implemented innovation and development to meet consumer demands that continuously enhances services, products, and processes to maintain market reputation. **Application/Improvements:** The organic organization must re-form a balanced strategy that equilibrates between internal and external environmental activities. In addition, an important role of internal communication of a company is to share knowledge of rules and procedures of the company with employees, even with employees who spend much of their time outside of the organization (i.e., professional drivers). An organic organization must initiate new techniques that merge promotions on performance and problem solving to assist employees in becoming familiar with their company's ambitions, vision, mission, strategy, and improving company loyalty by involving them within its social activities and assisting them in initiating innovations.

Keywords: Corporate Social Responsibilities, Governance, Growth, Organic, Organization, Serving Community

1. Introduction

An organic organization is a type of private or contributive organization which is mainly described by[1], and they defined that an organic organization is very flexible and has the ability to adapt in a good manner to new changes. Many modifications have been used to define the concept of organization and organic organizations[2]. The structure of organic organizations has been discussed from different perspectives. In general, an organization is a structure of sub-systems, where the system structure is defined to clarify the usage of resources and satisfying an organization's goals[4]. The organic organization early on was used to describe the internal change of a firm, depending on external circumstances, while this type of change varies depending on changing manner of service, product, and process[5]. An organization can be shown as an organic configuration with different levels and tasks. In addition, internal and external stakeholders' interaction depends on individual experiences and the ability to apply practical knowledge. This occurs when members of an organization are working directly together[8]. Organization theory, as described by[9], is metaphoric to how data are being processed within a specific level, which includes operations and data-processing that leads to information. The structure of a level is used to form internal and external analysis to solve problems and accomplish goals based on environmental demands to approach stakeholders with a

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final acceptable product[8,10–12]. As a system, an organization is considered as a set or sub-set of detailed purposes that include methods, procedures, and routines to achieve set goals[4,13]. An organization is a system that defines many tasks and operations which are consistently interrelated and interdependent parameters, and these parameters may be measured using varying methods to be organized and displayed in a task chart[14].

An organization is defined as changeable and flexible if it is able to combine the internal tasks within the community needs[15]. In their studies[3,16] focused on the relationship between organizational change with the importance of complexity. They classified labor forces based on the ability to define demands of any particular tasks. Meanwhile, these tasks vary based on the integration of organizational change. Definition of change in organizational activities was enhanced to be empowered by innovation[17]. In their study[18–20] discussed organization theory and found that within the last decades, the culture of an organizations' environment was under the concern of theoretical and practical research studies. In[21] summarized that culture influences the system and its surrounding community and directly affects the total ability of implementation that includes productivity and minimal control processes.

From this brief definition, we can see that an organic organization which has a structure of sub-systems with organizational behavior will interact with internal parameters[22]. The system parameters could be service, production, and process; as well as with external parameters, such as culture, customer needs, changing demands of clients, sudden and lengthier working time, and being competitive to maintain its financial position. These organizations have access to main operations that provides organizational efficiency[23]. Efficiency can be measured depending on varied values of detected factors. These factors include 1. Adaptation, 2. Resilience, and 3. Sustainable interaction with the environment that has to be illustrated before they are measured[21,24–26].

2. Organization Types

An organization could be defined as a combination of subsystems where a system at most levels is divided into two types with a different model of tasks implementation as presented by [27, 28]. The first type is a closed system, such as theoretical systems that do not interact with the environment, are not influenced by its surroundings environment, and their components are significant and static without being able to adapt new processes or implement a changeable vision. The second type is an open system which includes real-world active and interactive systems that are able to adapt to changes and allow exchanges of energy, materials, and information with a larger external environment or system in which they exist[29,30] and[31–33]. Many times open organizations are contrasted with mechanistic organizations. Current organizational theories are mostly utilized by organizations that are based on open systems theory[13,34]. Many theories appeared and derived from open systems theory such as contingency theory and resource dependency theory[35]. Meanwhile, other theories focused on an organization's survival and presents its importance as interrelated to its interactivity with the social environment[13]. Organizations need to keep change to survive, but at the same time, they must be careful before implementing change, by evaluating the main factors that assist changing processes[36]. Meanwhile, consultancy is very important, but organizations should not copy experiments carried out by others, because this is a dangerous task that could lead to failure, even with similar organizational processes and tasks. On the other hand, open systems in many organizations were mostly beneficiary when adapting to external stakeholders demands[13]. Sometimes organizations require extra efforts to apply mandatory changes, which is mostly due to an organization's system. Therefore, these systems enhance organizational goals and provide the organization structure for assessing its market place and assists the organization to live in the long run[37].

The real meaning behind the concept 'organic' assumes that organizations are similar to living things. In[38] discussed if organizations are able to change complete structures of its systems and subsystems, rules, methods, processes, products, quality responsive to the external environment, and most importantly, the ability to adapt to change. Stable organizations need to be innovative and be able to change be able to respond to environmental challenges and different clients demands[1,39]. In[40] summarized that organic organizations can also be characterized as decentralized, flexible, with broadly defined jobs, interdependence among employees and units, multi-directional communication, employee initiative, relatively few and broadly defined rules, regulations, procedures, and processes, employee participation in problem-solving and decision-making, interacting individually and in groups.

Organizational structure is characterized by 1. Flatness, where the relations between internal actors are horizontal and clear enough to cover major communications even between different level of employees; 2. Low specialization, where knowledge and experiences are located inside the system andare useful; as well as 3. Decentralization, where every part of the system has the ability to implement direct negotiations depending on self-knowledge and permissions based on decision-making privileges[41]. Organic organizations are more adaptable, flexible, and more suitable where it is able to change as soon as external environmental changes occur[42].

3. Organic Organization Growth

Organizations begin as many other simple systems in the economic world, but to survive they must grow and change. Many categories have been adapted to re-form organizational changes in the past, but within the last decades, theorists have classified the growth of organization into three categories[43–45]. The growth of organizations is classified into these categories:

- Internal growth which is considered as a type of organic growth, and it happens if the company used its own processes and activities by raising funds and assets yearly, to increase marketing geographical work area and self-activity, while this leads to increasing benefits and profits depending on the viable and cheap resource of capitals[46,47].
- Growth through bolt-on acquisitions, which works as an accompaniment between the internal organic growth and its operations of other companies with a huge number of medium and mini national participants, and by purchasing these companies' stocks or a series to increase geographical extent[48].
- Strategic acquisition growth, with no ambiguous structure and the change of growth led by the top administration board who elaborate during the purchase stage, then the entire organization interact sat the integration level towards a new industrial market[49].

The first type of organizational growth is continuously applicable, and organic organization keeps developing and innovation occurs within tasks and procedures inside a hierarchy. Meanwhile, with the second and third type, a company's scheme of growth are similar in purchase process of other companies or involved in other companies activities and by such means exceeds the territory and capital increases with a guarantee of new resource and notions. However, the third type depends on entrepreneurship to launch a new strategy of growth inside the market[50]. As a result of the above categories, different perspectives were discussed and specifications were measured statistically.

4. Methodology

This study uses an empirical approach which includes qualitative and quantitative methods to analyze data, by comparing the results of the systematic literature review with statistical results. The systematic review led us to hypothesize that organic organizations features could be specified as decentralization, flexibility, broadly defined jobs, independence among employees and branches, multi-directional intercommunication, promotions, defined rules, meetings for problem-solving and decision-making. In addition, we found that organic organization activities, such as volunteering, charity support, donation, and so forth are similar to corporate governance and social responsibility approaches with organic organization activities.

4.1 Participants

The selected participants were 50 employees of a fast food chain company in Saudi Arabia. FFCC has become a powerful company in Saudi Arabia's food service sector and presents innovative products to keep their position in the competitive services market, through enhancing the quality of products and processes. FFCC outsources with another organization that provides bread to keep its uniqueness, then another sub-supplier for vegetables to strengthen its own services. FFCC sold stocks to a high-income company with billion of assets and credits. FFCC is directly involved in long term plans to keep a steady development. In the later years, FFCC became a part of another trading group. Dramatically it jumped from a closed owned company to be the first company in 2010 to be a public joint stock company, after floating approximately 1/3% of its shares to public Saudi stock and the trading market. It has thousands of employees in more than 120 branches with similar job classifications such as chefs, managers, servers, drivers with most of them working in the same area and trained on the same tasks and techniques.

The research instrument was a questionnaire that was distributed to all of the employees, where the rate of

return of completed questionnaires was 82 % (n = 41). The return rate was quite high so we decided to continue with the study. As shown in Table 1 the demographic data analysis of selected sample which focused on two paired variable; the job title (type) and experience years. The main idea behind linking these two different variables in demographic statistics was to find the impact on employees' perspectives and knowledge about the organic organization and Corporate Social Responsibility (CSR).

The selected sample (n = 41) included:

- One driver with less than three years of experience representing 2.4% of the sample, and another two drivers with 4 to 7 years of experience representing 4.9% of the sample size.
- Also, the sample included three managers with more than 8 years of experience representing 7.3% of the sample.
- Sample includes five employees as (cashier, restaurant supervisors, accountants) with less than 3 years of experience represented 12.2% of the total sample size, and two members with experience of 4 to 7 years represented 4.9% of the sample and fourteen employees with more than 8 years of experience representing 34.1% of the sample.
- And the sample of servers (chef's assistants, packaging, cleaning employees) of this sample included 11 members with less than 3 years of experience, representing 26.8% of the sample, and three servers with more than 8 years of experience representing 7.3% of the sample.

Table 1. Sample distribution (job type, experience)

Job Type	Experience	N	% of Total N
Driver	1-3	1	2.4%
	4-7	2	4.9%
	Total	3	7.3%
Manager	8-more	3	7.3%
	Total	3	7.3%
Employee (cashier, restaurant supervisors, accountants)	1-3	5	12.2%
	4-7	2	4.9%
	8-more	14	34.1%
	Total	21	51.2%
Servers	1-3	11	26.8%
	8-more	3	7.3%
	Total	14	34.1%
Total	1-3	17	41.5%
	4-7	4	9.8%
	8-more	20	48.8%
	Total	41	100.0%

The cumulative percentage of experiences showed that 17 members of the sample have less than 3 years of experience and represents 41.5% of the total sample size. 4 members represented 9.8% of the sample size with 4 to 7 years of experience. It's clear that 20 participants represented 48.8% of the sample with more than 8 years of experience.

The results showed that the selected sample has newly hired employees, which is considered as one of the organic organization features that recruit youth or new employees to renew the working energy inside organizations, as well as indicates the growth of the company to meet working environmental demands. Another indication is keeping experienced crew members that have more than 8 years of experience, and this is a constant part of an organization's development, which keeps practices and knowledge, to protect organizational strategy for innovation. In addition, keeping employees with experiences will assist them in having job safety, which enhancing the company aims in sharing employees families' circumstances and life as a type of CSR.

4.2 Instruments

The study tool used for data collection was a questionnaire based on a five-point Likert scale (i.e., strongly disagree: 1; disagree: 2; neutral: 3; agree: 4; strongly agree: 5). The questionnaire was divided into two parts. The first part discerns governance and was developed based on the systematic review of literature of organic organization features. Part one was used to test the first thesis. Part two was formulated for social responsibilities and was designed based on a published questionnaire designed by[51]. Part two was used to test the second thesis.

4.2.1 Instrument Reliability

Instrument reliability was tested by distributing the questionnaire to a different sample of experienced faculty members (n = 8). All modifications and comments were applied to the questionnaire.

Cronbach alpha coefficient was also calculated on the two parts of the questionnaire and the result was 0.789. Table 2 shows that the reliability of the instrument is good for statistical analysis.

Table 2. Part 1 and 2 reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.789	0.778	33

5. Thesis Statements

Based on the review of the literature, we assumed that the organic organization is the most suitable type to enhance CSR, and it has many factors that interact with CSR. As such, this study examines the relationship between 1. Organic organization features as well as governance, and 2. Organic organization activities in serving the community as dependent variables and corporate governance approaches and social responsibilities as independent variables. Figure 1 shows the relationship between organic organization features as well as governance, and organic organization activities in serving the community as dependent variables; and corporate governance approaches and social responsibilities as the independent variable.

The study assumed the following thesis:

T1: There is a significant statistical relationship between organic organizations features and CSR in terms of employee's experience and job type.

T2: There is a significant statistical between organic organization activities and CSR in terms of employees experience and job type.

6. Results

6.1 Thesis 1 Results

To test the first thesis, the mean, variance, and standard deviation of Part One of the questionnaire was analyzed. As presented in Table 3, Part one consisted of eight questions asking participants' perspectives on the relation between organic organization features and CSR.

In general, the first eight questions of the questionnaire which solicits organic organization's specifications were improved and based on these results we found that our sample of FFCCcould be considered an organic organization that enhances CSR.

But as seen in the results of mean value in the 6th and 7th questions respectively: "There is promotion for employee initiative or activities", and "I know relatively all broadly defined rules, regulations, procedures, and processes", both of these results have a low mean and this was evident for all employees and servers with less than 7

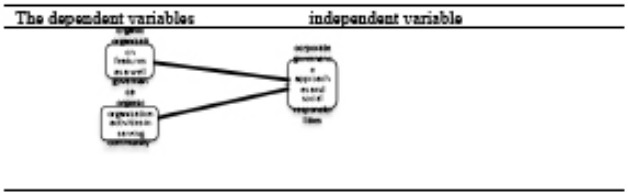


Figure 1. Relations between dependent CSR and independent variable.

years of experiences. These employees have a great deal of work, which causes them less time to present new innovative ideas. At the same time, it is clear that the type of jobs that benefit from promotions are managerial jobs, while employees and servers focus on services and tasks provided under managerial supervision, which doesnot assist them in becoming more familiar with organizational rules and legislations. For the sample of drivers, they also do not have time for innovation or initiating ideas, also they have critical and clear tasks. But the majority of mean values showed that FFCC is considered an organic organization based on its features from employees perspectives that are enhanced by CSR.

6.2 Thesis 2 Results

To test the second thesis, the same statistical equations were applied as with the first part of the questionnaire. The purpose of Part Two as presented in Table 4 was to assess participants' perspectives regarding the relation between organic organizational activities in enhancing CSR.

The results showed low mean values for employees with question 9: "I am actively involved in different activities promoted by my organization"; for all job types except managers with question 15: "I participate in different activities outside work with my coworkers"; employees in question 16:" I have knowledge of the successes and failures of my organization"; with drivers and employees in question 18: "The main reason my organization is involved in different social initiatives is because it cares about the well-being of society"; drivers and servers for question 20: "There is a logical connection between my organization and the social initiatives that it is involved in"; and finally all job types except managers for question 31: "I participate in social benefit events that my organization promotes".

The results are understandable in that employees working internally, inside an organization, have no activities outside the company unless managers specifically

Table 3. Relation between job type and experience; and organic organization features

Job Type	Experience		Q1) My organization provides Decentralization in branch management	Q2) My organization provides Flexible when it deals with employees issues	Q3) My organization updated broadly defined jobs	Q4) My organization is independence among employees and units	Q5) There is a Multi-directional communication between all branches and staff	Q6) There is a promotion for Employee initiative or activities	Q7) I know Relatively all broadly defined rules, regulations, procedures, and processes	Q8) I participated in small or big meetings to participation in problem solving and decision making.
driver	1-3	Mean	5.00	4.00	3.00	5.00	3.00	2.00	3.00	4.00
		Variance	.	.	.	.	.	.	.	.
		Std. Deviation	.	.	.	.	.	.	.	.
	4-7	Mean	4.00	3.50	3.00	4.00	3.50	2.00	3.00	4.00
		Variance	.000	.500	.000	.000	.500	2.000	.000	.000
		Std. Deviation	.000	.707	.000	.000	.707	1.414	.000	.000
	Total	Mean	4.33	3.67	3.00	4.33	3.33	2.00	3.00	4.00
		Variance	.333	.333	.000	.333	.333	1.000	.000	.000
		Std. Deviation	.577	.577	.000	.577	.577	1.000	.000	.000
manager	8-more	Mean	4.67	5.00	5.00	4.67	5.00	4.00	5.00	5.00
		Variance	.333	.000	.000	.333	.000	1.000	.000	.000
		Std. Deviation	.577	.000	.000	.577	.000	1.000	.000	.000
	Total	Mean	4.67	5.00	5.00	4.67	5.00	4.00	5.00	5.00
		Variance	.333	.000	.000	.333	.000	1.000	.000	.000
		Std. Deviation	.577	.000	.000	.577	.000	1.000	.000	.000
employee	1-3	Mean	4.40	3.40	3.60	4.40	3.00	1.80	2.80	3.40
		Variance	.300	.300	1.300	.300	.000	.700	.700	.300
		Std. Deviation	.548	.548	1.140	.548	.000	.837	.837	.548
	4-7	Mean	4.50	4.50	3.50	4.50	3.00	2.50	2.00	4.50
		Variance	.500	.500	.500	.500	.000	.500	.000	.500
		Std. Deviation	.707	.707	.707	.707	.000	.707	.000	.707
	8-more	Mean	4.21	4.29	4.07	4.21	2.86	2.57	1.93	4.29
		Variance	.181	.681	.687	.181	.747	.418	.841	.681
		Std. Deviation	.426	.825	.829	.426	.864	.646	.917	.825
	Total	Mean	4.29	4.10	3.90	4.29	2.90	2.38	2.14	4.10
		Variance	.214	.690	.790	.214	.490	.548	.829	.690
		Std. Deviation	.463	.831	.889	.463	.700	.740	.910	.831
servers	1-3	Mean	4.27	4.00	4.00	4.27	3.27	2.27	2.91	3.91
		Variance	.218	.800	.400	.218	.618	.418	.091	.691
		Std. Deviation	.467	.894	.632	.467	.786	.647	.302	.831
	8-more	Mean	4.67	4.33	3.67	4.67	3.00	3.00	2.67	4.33
		Variance	.333	.333	.333	.333	1.000	.000	.333	.333
		Std. Deviation	.577	.577	.577	.577	1.000	.000	.577	.577

(*Continued*)

Total	Mean	4.36	4.07	3.93	4.36	3.21	2.43	2.86	4.00			
	Variance	.247	.687	.379	.247	.643	.418	.132	.615			
	Std. Deviation	.497	.829	.616	.497	.802	.646	.363	.784			
Total	1-3	Mean	4.35	3.82	3.82	4.35	3.18	2.12	2.88	3.76			
		Variance	.243	.654	.654	.243	.404	.485	.235	.566			
		Std. Deviation	.493	.809	.809	.493	.636	.697	.485	.752			
	4-7	Mean	4.25	4.00	3.25	4.25	3.25	2.25	2.50	4.25			
		Variance	.250	.667	.250	.250	.250	.917	.333	.250			
		Std. Deviation	.500	.816	.500	.500	.500	.957	.577	.500			
	8-more	Mean	4.35	4.40	4.15	4.35	3.20	2.85	2.50	4.40			
		Variance	.239	.568	.661	.239	1.221	.661	1.842	.568			
		Std. Deviation	.489	.754	.813	.489	1.105	.813	1.357	.754			
	Total	Mean	4.34	4.12	3.93	4.34	3.20	2.49	2.66	4.12			
		Variance	.230	.660	.670	.230	.761	.706	1.030	.610			
		Std. Deviation	.480	.812	.818	.480	.872	.840	1.015	.781			

request it. Such employees focus on success inside their working environment, with no interest in social activities. Such examples were from drivers that do not have much time for external activities.

7. Discussion and Conclusions

All previous results led to conclude that type of work and experiences has an effect on employee's reaction to the company's strategy, a story of success of any firm lays with the integrity of its branches to implement multiple tasks in parallel with environmental demands. Employees should know the rules and regulations of their company and this will not happen without the support of the communication or personnel department, which is responsible for communication outside and inside the company[52]. Organizations with no guarantee of organic or self-organizing growth need to share employees' ideas. In addition, accessing local community and society activities will improve employees' quality of life[53]. In addition, it is clear that employees, support service personnel, and drivers are responsible for their own success individually. In many cases, all these results led to a weakness of implementing CSR inside the company. However, it was clear that the features of organic organization provided the enhancement of CSR by sharing social activities.

8. Recommendations

The organic organization must re-form a balanced strategy that equilibrates between internal and external environmental activities. In addition, an important role of internal communication of a company is to share knowledge of rules and procedures of the company with employees, even with employees who spend much of their time outside of the organization (i.e., professional drivers). An organic organization must initiate new techniques that merge promotions on performance[54], and problem-solving to assist employees in becoming familiar with their company's ambitions[55]. Moreover, to enhance the vision, mission, strategy[56]. And improving company loyalty by involving them within its social activities and assisting them in initiating innovations[57,58].

The limitation of this research study was a sample size that further research should enhance on. In addition, further research should include a qualitative approach in terms of understanding the reasoning behind the

Table 4. Relation job type and experience; and organic organization activities

Job Type		Q9) I am actively involved in different activities promoted by my organization.	Q10) I am proud to think of myself as a member of my organization.	Q11) I participate in different activities that my organization supports.	Q12) I participate in different activities at work with my coworkers.	Q13) I know the input/ outputs of my organization.	Q14) What happens to my organization will influence what happens in my life.	Q15) I participate in different activities outside work with my coworkers.	Q16) I have knowledge of the successes and failures of my organization.	Q17) My organization and the social initiatives that it is involved in fit together well.	Q18) The main reason my organization is involved in different social initiatives is because it cares about the well-being of society.
driver	Mean	4.00	4.33	3.67	3.00	4.33	3.33	2.00	3.00	4.00	2.67
	Variance	.000	.333	.333	.000	.333	.333	1.000	.000	.000	.333
	Std. Deviation	.000	.577	.577	.000	.577	.577	1.000	.000	.000	.577
	N	3	3	3	3	3	3	3	3	3	3
manager	Mean	3.67	4.67	5.00	5.00	4.67	5.00	4.00	5.00	5.00	4.33
	Variance	2.333	.333	.000	.000	.333	.000	1.000	.000	.000	.333
	Std. Deviation	1.528	.577	.000	.000	.577	.000	1.000	.000	.000	.577
	N	3	3	3	3	3	3	3	3	3	3
employee	Mean	1.90	4.29	4.10	3.90	4.29	2.90	2.38	2.14	4.10	2.48
	Variance	.690	.214	.690	.790	.214	.490	.548	.829	.690	1.262
	Std. Deviation	.831	.463	.831	.889	.463	.700	.740	.910	.831	1.123
	N	21	21	21	21	21	21	21	21	21	21
servers	Mean	3.57	4.36	4.07	3.93	4.36	3.21	2.43	2.86	4.00	3.29
	Variance	.418	.247	.687	.379	.247	.643	.418	.132	.615	1.912
	Std. Deviation	.646	.497	.829	.616	.497	.802	.646	.363	.784	1.383
	N	14	14	14	14	14	14	14	14	14	14
Total	Mean	2.76	4.34	4.12	3.93	4.34	3.20	2.49	2.66	4.12	2.90
	Variance	1.389	.230	.660	.670	.230	.761	.706	1.030	.610	1.590
	Std. Deviation	1.179	.480	.812	.818	.480	.872	.840	1.015	.781	1.261
	N	41	41	41	41	41	41	41	41	41	41

Table 4. Relation between job type and experience; and organic organization activities

Job Type		Q19) When my organization supports different social causes, my organization benefits more than the cause.	Q20) There is a logical connection between my organization and the social initiatives that it is involved in.	Q21) My organization supports different social causes in order to increase revenue.	Q22) The image of my organization and the social initiatives that it is involved in are similar.	Q23) The main reason that my organization donates to charity is because my organization believes in supporting the cause.	Q24) The social causes that my organization supports are important to me.	Q25) Organizations has a social responsibility beyond making aprofit.	Q26) Companies should make regular donations to charity.
driver	Mean	5.00	1.33	4.00	4.33	4.67	4.33	4.00	4.67
	Variance	.000	.333	1.000	1.333	.333	1.333	1.000	.333
	Std. Deviation	.000	.577	1.000	1.155	.577	1.155	1.000	.577
	N	3	3	3	3	3	3	3	3
manager	Mean	4.67	4.33	4.67	4.67	4.67	4.67	4.67	4.67
	Variance	.333	.333	.333	.333	.333	.333	.333	.333
	Std. Deviation	.577	.577	.577	.577	.577	.577	.577	.577
	N	3	3	3	3	3	3	3	3
employee	Mean	4.19	3.10	4.24	4.81	4.24	4.71	4.24	4.62
	Variance	.262	.190	.590	.262	.190	.314	.590	.348
	Std. Deviation	.512	.436	.768	.512	.436	.561	.768	.590
	N	21	21	21	21	21	21	21	21
servers	Mean	4.71	1.57	4.21	4.36	4.43	4.43	4.21	4.43
	Variance	.220	.418	.489	.555	.264	.418	.489	.264
	Std. Deviation	.469	.646	.699	.745	.514	.646	.699	.514
	N	14	14	14	14	14	14	14	14
Total	Mean	4.46	2.54	4.24	4.61	4.37	4.59	4.24	4.56
	Variance	.305	1.105	.539	.444	.238	.399	.539	.302
	Std. Deviation	.552	1.051	.734	.666	.488	.631	.734	.550
	N	41	41	41	41	41	41	41	41

Table 4. Relation between job type and experience; and organic organization activities

Job Type		Q27) Being socially responsible is one of the most important things an organization can do.	Q28) My organization seems to have a genuine interest in the social causes that it supports.	Q29) My organization seems to invest a great deal of effort in supporting different charities.	Q30) Organizations should support different social causes by giving money, products, or other types of assistance.	Q31) I participate in social benefit events that my organization promotes.	Q32) I donate my expertise and skills to community organizations link to my employer organization.	Q33) I volunteer in social benefit events that my organization promotes.
driver	Mean	4.67	4.33	4.00	4.67	2.33	4.67	4.67
	Variance	.333	.333	1.000	.333	.333	.333	.333
	Std. Deviation	.577	.577	1.000	.577	.577	.577	.577
	N	3	3	3	3	3	3	3
manager	Mean	4.67	4.33	4.67	4.67	4.67	4.67	4.67
	Variance	.333	.333	.333	.333	.333	.333	.333
	Std. Deviation	.577	.577	.577	.577	.577	.577	.577
	N	3	3	3	3	3	3	3
employee	Mean	4.71	4.33	4.24	4.67	2.57	4.33	4.57
	Variance	.214	.333	.590	.233	1.357	.233	.357
	Std. Deviation	.463	.577	.768	.483	1.165	.483	.598
	N	21	21	21	21	21	21	21
servers	Mean	4.36	4.29	4.21	4.86	2.71	4.71	4.43
	Variance	.555	.220	.489	.132	.989	.220	.418
	Std. Deviation	.745	.469	.699	.363	.994	.469	.646
	N	14	14	14	14	14	14	14
Total	Mean	4.59	4.32	4.24	4.73	2.76	4.51	4.54
	Variance	.349	.272	.539	.201	1.339	.256	.355
	Std. Deviation	.591	.521	.734	.449	1.157	.506	.596
	N	41	41	41	41	41	41	41

findings. It is recommended to further examine on how to merge between internal work activities and social activities by orienting employees into social workers. In addition, it was clear the effect of social responsibilities which has been led by firms on a socializing working environment, by increasing the experience of its employees in their involvement in the community. Meanwhile, this could be another chance to keep in touch with clients' demands, and environmental change inside society, which consequently will be helpful for managers to be able to transform, to be able to adapt to sudden changes and maybe risk time to protect organization change as an organic unit inside society.

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Appendix 1. Cover Letter and Questionnaire

Dear Sir/ Madam

We are conducting a research study to better understand The Role of Organic Organizations in Serving Community by Enhancing Basics of Social Responsibilities. The purpose of this study is to examine the theses that are included in the research to specify if a large food service companies, is an organic company, and if it enhances the basics of social responsibilities. We are committed to the privacy of your responses and will not disclose who responded. Your participation is voluntary. Your responses will be analyzed using statistical analysis to determine the current situation of the organization. Collected data will be used for research purposes only. The researcher anticipates keeping the information gathered in this study for approximately 5 years. The results of the research study may be published, but neither your name nor any other type of identifiable information will be used. This questionnaire has two parts and asks you using a Likert scale to most accurately determine if you strongly agree with a statement (5) to Strongly Disagree with a statement. The scale is as follows: 1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5, Strongly Agree.

Thank you for your participation in the study!

Your Sincerely,
Authors

Questionnaire

*- General data

- Job Title: …….. ……. …….
- Gender: Male ☐ , Female ☐
- Experience: 1–3 years ☐ / 3–6 years ☐ / 6 - more ☐

Please respond using the following scale: 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree with the statements below.

Part 1: FFCC is an Organic Organization						
No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	My organization provides Decentralization in branch management					
2	My organization Flexible when it deals with employees issues					
3	My organization updated broadly defined jobs					
4	My organization is Interdependence among employees and units.					
5	There is a Multi-directional communication between all branches and staff					
6	There is a promotion for Employee initiative or activities					
7	I know Relatively all broadly defined rules, regulations, procedures, and processes					
8	I participated in small or big meetings to participation in problem solving and decision making.					
Part 2: FFCC's role in enhancing the basics of social responsibilities						
No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
9	I am actively involved in different activities promoted by my organization.					
10	I am proud to think of myself as a member of my organization.					
11	I participate in different activities that my organization supports.					

(*Continued*)

12	I participate in different activities at work with my coworkers.					
13	I know the input/outputs of my organization.					
14	What happens to my organization will influence what happens in my life.					
15	I participate in different activities outside work with my coworkers.					
16	I have knowledge of the successes and failures of my organization.					
17	My organization and the social initiatives that it is involved in fit together well.					
18	The main reason my organization is involved in different social initiatives is because it cares about the well-being of society.					
19	When my organization supports different social causes, my organization benefits more than the cause.					
20	There is a logical connection between my organization and the social initiatives that it is involved in.					
21	My organization supports different social causes in order to increase revenue.					
22	The image of my organization and the social initiatives that it is involved in are similar.					
23	The main reason that my organization donates to charity is because my organization believes in supporting the cause.					
24	The social causes that my organization supports are important to me.					
25	Organizations have a social responsibility beyond making aprofit.					
26	Companies should make regular donations to charity.					
27	Being socially responsible is one of the most important things an organization can do.					
28	My organization seems to have a genuine interest in the social causes that it supports.					
29	My organization seems to invest a great deal of effort in supporting different charities.					
30	Organizations should support different social causes by giving money, products, or other types of assistance.					
31	I participate in social benefit events that my organization promotes.					
32	I donate my expertise and skills to community organizations link to my employer organization.					
33	I volunteer in social benefit events that my organization promotes.					