

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Model of DNA Creation of Business Organization toward Corporate Social Responsibility

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Abstract:

The purposes of this research are 1) to study the components of DNA creation of the business with social and environmental responsibility, 2) to study the components of the business with social and environmental responsibility, and 3) to study the model of DNA creation of the business with social and environmental responsibility.

The researcher used the qualitative research in conducting this study, and studied the secondary data by reviewing the document and the related research; while the primary data were derived from the Semi-structured interview as a research instrument. The samples are the twelve entrepreneurs of the recycle papers business. The qualitative data analysis is about the DNA or the organizational structure, the corporate value, the organizational culture, and the social and environmental responsibility. The research results show that the components of DNA creation of the business with social and environmental responsibility consisted of the organizational structure that has its own specific characteristics, that demonstrate the identity of each organization, and that is transmitted to the next generation. The corporate value must be set as the business concept which helps reducing the deforestation but adding value to the waste, by relying on the loyalty, fairness, and justice. In addition, the organizational culture must be created by the leader from the basis of morality and ethics which will lead to the model of DNA creation of the business with social and environmental responsibility, found by the researcher. This is the practice from internal organization to the external society with the concern about the stakeholders, environment, society, and economy; and about the ethics and conscience in operating business as importance.

Keywords: Model, Creating DNA of the business, social and environmental responsibility, content analysis

1. Introduction

The change of world society and environment is partly caused by the economic growth. The business entrepreneur takes advantage from the natural resources; soil, water, and air, without the concern about the impact. Due to the fact that the competition in business world is intensified, in order to reach its highest peak, the business focuses on the highest profit for creating its growth and expanding new investment. In addition, the occidental concept teaches to "Maximize Shareholder's Wealth", this causes the collapse of world economic system, and also the disequilibrium of natural resources, environment, and wealth distribution. This is because those who can take advantage with being professional and sensible, will seize most world resources (Chanchaochai, 2009).

The financial collapse of the world economic in these several years presented the weak point of the business operation that evaluates the success of the financial growth without any concern about the impact on society. Therefore, this world is in the process of finding the effective model of sustainability that can cope with the challenge from the society in this time (Thai Social Enterprise Office, 2012). The various crises of the present world; climate change, food stability, water, energy, biodiversity, disaster, or even financial crisis, these all forces the international negotiation summit to revise the development direction in the past that causes the crisis, and found that the present development leads to an inappropriate management model of environmental. There is the investment in using a large amount of world resources in collecting too much physical capital (as construction, fossil fuel) and the financial capital. At the

same time, there is less investment in creating natural capital (research in the renewable energy, increasing the effectiveness of energy use, natural resources conservation, and biodiversity, or the sustainable agriculture) in order to compensate what human had used. In the past, the economic growth and the investment had to exchange with the decadent environmental quality. This also causes the social discrimination; the poor cannot approach the advantage and the development. This poses the question whether the Brown Economy can drive the world society to the sustainable development; then also leads to the concept development of Green Economy, as the alternative development to eliminate the problems from the present economic development both in the aspect of environment and society. UNEP widely defined Green Economy as the economic system that upgrades the life quality of people, that increase the social fairness, and that reduces the risk of environment and a lack of resources (Setthasirote, Jarusombat, Kuldechkhuna, 2011).

The recycle business is increasingly important because of the abundant amount of the waste from both factory and residence. The recycle business also takes an important part in supporting the operation of 3R; Reduce, Reuse, and Recycle. The recycle business can sustainably grow because it has an important role in developing society and environment, in operating all types of activities for cultivating the conscience about environment together with operating business. Nowadays, there are increasingly the entrepreneurs of recycle business; this brings about the difference of the investment, the standard of investment, the service quality, which requires the cooperation from the connection of the small antique dealers, entrepreneurs in recycle business, Center for recycled materials, community, community organization, government organization, public and private sectors in supporting the activities and the campaign about the environment (Sirapatthada, 2010).

The recycle business can be compared to the business with social and environmental responsibility, which creates the benefit to people in the community so that they have better life quality, and the community environment is in better quality. The important factor of the sustainability of the business with social and environmental responsibility is the organizational culture creation focusing on cultivating people in the organization to become the DNA for society and environment which can be applied in the work of personnel; consisting of 1) Diligence – teaching the carefulness, 2) Norm – creating social norm, and 3) Appreciation – appreciate the role model (U-don, 2011). The culture is the value, belief, and behavior of the organization presenting from the reaction of personnel; sharing experience in working together and reflecting the behavior and attitude of the leader. Thus, the good leader can create the culture and the growth to the organization (Suwanjitkul, 2009). The organization has to indicate the leader competency, consisting of Leadership Code (The must-have of effective leadership competency), and Leadership Differentiator (consisting of (1) Strategist – Seeing the future image and direction to step forward, (2) Executor – making the dream or the action plan to be real, (3) Talent Manager – supporting employee to work with the highest performance, (4) Human Capital Developer – preparing the next generation of the organization to support the operation direction in the future about the readiness of the leader and the employer branding creation to attract the quality people into the organization, and (5) Personal Proficiency – the reliability of the leader in the aspect of capability, emotional and social intelligence, and morality) (Ulrich, 2014).

The process of culture creation as the DNA for people in the organization; even though many organizations prioritize the organizational culture, people in the organization do not give the cooperation, it will be the heavy burden. The organizational culture is concerned about business; it requires the cooperation from every people in business organization because it helps the organization to continuously grow. Accordingly, if the organization has the explicit direction, vision, and goal, and also tries to create the organizational culture to be compatible with the direction, this will bring about the success. The organizational culture creation is as teaching children; the learning of people comes from 3 channels: eyes, ears and hands. Each one has different capabilities in learning. Therefore, there should be the communication in various channels (Pimolsaengsuriya, 2010). The organizational leader must recognize the importance of the organizational culture which can bring about the effectiveness, especially the achievement culture and other related cultures. The executive should create and develop the organizational culture by indicating it in the strategy of the organization, should thoroughly communicate, should be a good role model to the employee, and should permit the employee to participate in creating, developing, and practicing the organizational culture. This should be including the process of human resources management to create and develop the organizational culture so that the employee has the value and behavior which is compatible to the effective organizational culture (Khumphai, 2010).

In the midst of the business competition, the profit is necessary for the growth and the survival of the business, but it is not the most important thing. Thereby, to teach everyone in the organization to have the understanding and the concept in the same direction to create the organizational culture and to be transmitted as DNA of the organization will help the business with social and environmental responsibility to create the profit and also the sustainability. The researcher, as the executive of the paper-recycle industry, which adds value to the waste paper, was interested in studying the model of creating DNA of the business with social and environmental responsibility by aiming to use the research results to cultivate the organizational culture that is concerned about social and environmental responsibility together with the business growth to the business heirs and the employee in every level. The research result will be publicized as the knowledge to those who are interested to be useful for the business operation.

1.1 Purposes of research

- a. To study the components of DNA creation of the business with social and environmental responsibility.
- b. To study the components of the business with social and environmental responsibility.
- c. To study the model of DNA creation of the business with social and environmental responsibility.

2. Literature Surveys

2.1. Concept about corporate DNA

Kransdorff (2006) said that corporate DNA is the concept to define the self of the organization, which will become the specific characteristics to increase the management effectiveness in developing the relationship between organizational DNA. It presents the genetic code of the organization that shows the qualification and behaviour of the organization. In addition, Honold and Silverman (2002) said about the corporate DNA that the concept came from the occidental idea which has been presented via the printings for many decades. In present world there are 4 types of organization; 1) Factual DNA; this type of organization will rely on the fact, understand itself and surroundings environment from data collection, which will be the stable variables helping in result evaluation and in the development of the policy and many process. 2) Conceptual DNA; this type of organization focuses on driving on the organization in the aspect of principle theory, vision, and other conceptual framework, in order to direct to the system of belief, ideal, and reasonable concept as the direction of life and work. 3) Contextual DNA; this type of organization will focus on the environment of working which will help attracting the interesting to the problems and also the strategy of adapting the organization to be compatible to the environment of the organization. 4) Individual DNA; this type of organization will focus on each individual to cooperate together. Each one has his own identity, attitudes, intention, goal, and interesting, which means the initiative to develop the relationship in the positive direction and to create the good feeling in the organization.

2.2. Concept about Corporate Value

Peter & Waterman (1980) and Pascale & Authors (1982) defined value as the highest goal of the organization and also the people to dedicate themselves to reach the goal; it is the belief to the value of each thing, for example, the value of quality, the value of the service, the value of customer, the value of people, or the value of communication as the philosophy or ideal that is cultivated to the employee to be the working direction. Moreover, the corporate value applied the criteria of the Thailand Quality Award (TQA) to consider the award, which is the world class due to the fact that the fundamental of the technical and decision-making processes are identical to the Malcolm Baldrige National Quality Award (MBNQA) of the United States of America, as the MBNQA is being adopted by many countries around the world. This criteria was created from the value and concept as; 1) Visionary leadership, 2) Customer-driven, 3) Organizational and personal learning, 4) Valuing employees and partners, 5) Agility, 6) Managing for innovation, 7) Management by fact, 8) Management by fact, 9) Public responsibility and citizenship, 10) Focus on results and creating values, and 11) Systems perspective. Additionally, Kransdorff (2006) said that the continuity of the cultivation of corporate value will bring about the organizational culture which reflects the distinguished difference and the identity. The principle corporate value can be compared to the organizational DNA or the genetic code that can demonstrate the characteristics of the organization.

2.3. Concept about Organizational Culture

Denison (1990) and Schein (2004) said that the organizational culture means value, belief and basic principle which are the root of the organizational management system, the action group, and the managing behaviour. The pattern of the basic principle was learnt from the organization as the solution of adaptation to be compatible with the external environment and the integration of the internal factors. The principle and practice can exist for the reason that they have the meaning to the organizational members as the strategic representative image for the survival of the organization from the past to the future. In addition, Denison (1990) also presented the characteristics of the organizational culture, consisting of 1) Involvement Culture, building human capability and creating a shared sense of ownership and responsibility throughout the organization; consisting of Empowerment: Do employees feel informed and involved in the work that they do? Do they feel they can have a positive impact on the organization? Team Orientation: Is teamwork encouraged AND practiced in the organization? Do employees value collaboration and feel mutually accountable for common goals? And Capability Development: Do employees believe that they are being invested in and that their skills are improving? Is the organization's bench strength improving? Does the organization have the skills it needs to be competitive today and into the future?; 2) Consistency Culture, Consistency: defining the values and systems that are the basis of the culture; consisting of Core Values: Do employees share a set of values that create a strong sense of identity and a clear set of expectations? Do leaders model and reinforce those values? Agreement: Is the organization able to reach agreement on critical issues? Can employees reconcile differences in a constructive way when problems arise? And Coordination & Integration: Do employees from different parts of the organization share a common perspective that allows them to eliminate 'silos' and promote actions that are in the best interest of the organization as a whole?; 3) Adaptability Culture, translating the demands of the external environment into action; consisting of Creating Change: Can employees read the external environment and react to trends and changes? Do employees constantly look for new and improved ways to do their work? Customer Focus: Do we understand the needs of our customers? Are employees committed to responding to their ever-changing needs? Is customer focus a primary concern throughout the organization? Organizational Learning: Is importance placed on learning in the workplace? Do we create an environment where reasonable risk taking and innovation can occur? Do we share knowledge across the organization?; and 4) Mission Culture, defining a meaningful long-term direction for the organization; consisting of Strategic Direction & Intent: Do employees understand the strategies identified by the organization and do they think the strategies will work? Goals & Objectives: Are there short-term goals that help link what employees do on a day-to-day basis to the strategy and vision of the organization? Do employees understand how their job fits in?

And Vision: Do employees share a common desired future state for the organization? Do they understand the vision? Does it motivate and excite them?

2.4. Concept about Social Responsibility

Kotler & Lee (2005) and Ewing (2011) said that CSR is the attempt of the organization to reach the expectation of the stakeholders in addition to the philanthropy and legal compliance; it is the responsibility in improving the life quality of the society from the business operation, including dedicating the resources of the organization willingly. This also means that the living condition of people and environment is the main activities of the organization in order to support the social issue. In addition, Dahlsrud (2008) presented the components of social responsibility in 5 dimensions; 1) The Environmental Dimension, 2) The Social Dimension, 3) The Economic Dimension, 4) The Stakeholder Dimension, and 5) The Voluntariness Dimension. Furthermore, The Centre of Urban Planning and Environmental Management (2009) of University of Hong Kong presented the practice direction about CSR of the business organization in Europe and North America and divided into 4 aspects; 1) The internal practice; to prevent the human rights abuse in the organization by creating and declaring the regulation of employment in printed, indicating the fair wage rate and the freedom in establishing the organization. 2) The external practice; having the monitoring system of the health and environment standard of the producer and the supplier of the organization, including the transparent and fair operational policy. 3) The reliability; indicating the exact period for reporting the advance of the organization about CSR practice. 4) Personnel training; the curriculum of training to be the good citizen to personnel in the organization, including supporting the employee to participate in the projects in order to develop the overall society to be sustainably grow.

3. Research Methodology

The researcher applied the qualitative research in conducting this study. The secondary data were retrieved by reviewing concept and theory from the document and related research. Primary data were collected from interviewing the 12 key informants. The researcher created the semi-structured interview which the reliability was verified by 5 professionals. The qualitative data were analyzed by the method of the content analysis. The period of this study was from September to December 2014 (4 months).

4. Research Results

With regard to the components of DNA creation of the business with social and environmental responsibility in the aspect of the organizational structure, the research findings show that the business was first established as a small family business which has its own specific identity and special characteristics that it was transmitted to the next generation for long time. The organizational structure is not complicated, it focuses on the efficacy more than the process, and it creates the personnel basis by learning from the experience. It is also found that a good entrepreneur must learn to set the organizational structure together with the life structure, to create balance of life, and to adapt the structure to be updated. In addition, the technology has been developed to replace the workforce for reducing cost.

With regard to the components of DNA creation of the business with social and environmental responsibility in the aspect of the corporate value, the research findings show that the thought, belief, or behavior of the personnel which are considered together as a good value and can be used to be the action direction of the recycled business. Most entrepreneurs have the relevant thought that the recycled business helps reducing the quantity of garbage and eliminating the waste, reducing the deforestation, and also adding value to the product, and recycling the waste paper to be usable that can create the income. This is a good occupation of the society; it helps develop the life of people in community. The corporate value which is cultivated to the employees is that the business is a buyer as well as trader, the employees must be proud in this occupation; do not look down on it. Moreover, the employees should have morality, oath, fairness, generosity, good relationship, and loyalty to themselves, family, customers, colleague, and also their words; and they must not corrupt and must not be greedy. The employees have to love each other, love the organization; they have to cooperatively work in creating profit. Furthermore, there is the corporate value that the employees must have self-reliance, reliability, and learning from the experience.

With regard to the components of creating DNA of the business with social and environmental responsibility in the aspect of the organizational culture, the research findings show that the practice of the organization that reflects the unity can be compared as a mold to instruct the personnel to have the goal and behavior in the same direction. On the culture of family, if the leader has morality, the employees will also have it; the leader must create himself as a good role model who knows how to think, to practice; the leader must select the employees who have morality, ethics, loyalty, intention, hard-working, gratitude, self-recognition, and responsibility. The leader also has to create the cooperative consulting and acknowledgement of each situation; and should teach the employees to pay attention to work in order to have service mind and kindness, to satisfy the customers, to trust the colleague in order to create good working atmosphere.

With regard to the components of the business with social and environmental responsibility, the research findings show that the concept about the operation of the biggest entrepreneur of recycled paper, of the country, which has the purchasing power and the wide connection, most entrepreneurs have the attitude in the same direction that the organization treats everyone as a customers, both the supplier and the buyer, all these people is as family members, or as the friends in the same society. The organization focuses on the good service and the good payment for each individual customer to help them to reduce costs, to share the profit, to differentiate the product, and also to develop the product quality. In addition, the organization treats the employees as family members because the society of employees is small but it is in the first priority. The organization has to provide the four Factors, the employees must have

the good life basis, must learn to upgrade their thought about economizing. The family of the employees also has to be well treated; the parents would have the appropriate salary, incentive, pension for the retiring, the cash for the dead, and the fund for emergency case. Furthermore, the organization returns the profit to the society by donating the necessary things for living, creating job occasion, supporting the education, giving concept and knowledge. If people in the society have good education, they will have a good future, so does the society. This kind of business also participates in taking care of the society and the environments; which has lived along with the country for many ages; the product is not expired, but its price increases. The activities of the organization are to reduce the pollution in the environment, to develop the ecosystem, not to cause damage to the society, to clean the community area, to indirectly help the country, to create the worthiness and the economizing of materials, to reduce the use of natural resources, to decrease the import rate, and to save the taxation. The entrepreneurs is the sacrifice, therefore the government should support the policy of the tax, and the cultivation to the society that every person owns the garbage, who can create income from the garbage; while the business with the social and environmental responsibility should cultivate the employees not to take advantage of the society and the environment. The production should not be the social burden, but always recognize the ethics and the conscious mind to love and to cherish the society and the environment. It is the method to create the sustainability in this occupation that the organization should have the responsibility to itself, to the customers, to the partners, to the employees with loyalty, sincerity, which can create the good society.

5. Conclusion

The model of DNA creation of the business with social and environmental responsibility, found by the researcher, is consisted of the organizational structure which has its own specific identity and has been transmitted to the next generation for a long time; the corporate value which is the concept of the business to reduce the deforestation and also adding value to the waste by relying on the loyalty and fairness; the organizational culture which created from the leader based on the morality and ethics, and it is practiced from the internal organization of the external society with the concern about the stakeholders, environment, society, economy, job ethics, and the conscious mind.

6. Discussion

From the study, it is found that the components of DNA creation of the business with social and environmental responsibility in the aspect of the organizational structure, the business was first established as a small family business which has its own specific identity and special characteristics that it was transmitted to next generation for long time. The organizational structure is not complicated, it focuses on the efficacy more than the process, and it creates the personnel basis by learning from the experience. It is also found that a good entrepreneur must learn to set the organizational structure together with the life structure, to create balance of life, and to adapt the structure to be updated. It is relevant to the concept of Honoldand Silverman (2002) who studied about the model of organizational structure and wrote the book entitled “Organizational DNA” in order to indicate the various types of DNA, and said that the concept came from the occidental idea which has been presented via the printings for many decades. In present world there are 4 types of organization; 1) Factual DNA; this type of organization will rely on the fact, understand itself and surroundings environment from data collection, which will be the stable variables helping in result evaluation and in the development of the policy and many process. 2) Conceptual DNA; this type of organization focuses on driving on the organization in the aspect of principle theory, vision, and other conceptual framework, in order to direct to the system of belief, ideal, and reasonable concept as the direction of life and work. 3) Contextual DNA; this type of organization will focus on the environment of working which will help attracting the interesting to the problems and also the strategy of adapting the organization to be compatible to the environment of the organization. 4) Individual DNA; this type of organization will focus on each individual to cooperate together. Each one has his own identity, attitudes, intention, goal, and interesting, which means the initiative to develop the relationship in the positive direction and to create the good feeling in the organization.

With regard to the components of DNA creation of the business with social and environmental responsibility in the aspect of the corporate value, it is the business concept about reducing the deforestation, and also adding value to the product. Moreover, the employees should have morality, oath, fairness, generosity, good relationship, and loyalty to themselves, family, customers, colleague, and also their words; and they must not corrupt and must not be greedy. The employees have to love each other, love the organization; they have to cooperatively work in creating profit. It is relevant to the principles of the Refinement(fineness or elegance of being human with morality and ethics), according to Mahamakut Buddhist University (1982), that people should realize not to encroach others, not to steal, not to tell a lie or sneaky words, not to desire in others’ thing, not to be vindictive; but to have good thought, good attitude, good words, good work, good attempt, good realization, to conscience, good knowledge, good friends, carefulness, good faith, integrity, good listening, and good wisdom. This is also relevant to the concept of Peter & Waterman (1980) and Pascale & Authors (1982) defined value as the highest goal of the organization and also the people to dedicate themselves to reach the goal; it is the belief to the value of each thing, for example, the value of quality, the value of the service, the value of customer, the value of people, or the value of communication as the philosophy or ideal that is cultivated to the employee to be the working direction. Moreover, the corporate value applied the criteria of Thailand Quality Award (TQA) to consider the award which is the world class due to the fact that the fundamental of the technical and decision-making processes are identical to the Malcolm Baldrige National Quality Award (MBNQA) of the United States of America, as the MBNQA is being adopted by many countries around the world. This criteria was created from the value and concept as; 1) Visionary leadership, 2) Customer-driven, 3) Organizational and personal learning, 4) Valuing employees and partners, 5) Agility, 6) Managing for innovation, 7) Management

by fact, 8) Management by fact, 9) Public responsibility and citizenship, 10) Focus on results and creating values, and 11) Systems perspective. Additionally, Kransdorff (2006) said that the continuity of the cultivation of corporate value will bring about the organizational culture which reflects the distinguished difference and the identity. The principle corporate value can be compared to the organizational DNA or the genetic code that can demonstrate the characteristics of the organization.

With regard to the components of DNA creation of the business with social and environmental responsibility in the aspect of the organizational culture, the leader must create himself as a good role model who knows how to think, to practice; the leader must select the employees who have morality, ethics, loyalty, intention, hard-working, gratitude, self-recognition, and responsibility. The leader also has to create the cooperative consulting and acknowledgement of each situation; and also teaches the employees to pay attention to work, to have service mind and kindness, to satisfy the customers, to trust the colleague in order to create good working atmosphere. This is relevant to the concept of Denison (1990) and Schein (2004) said that the organizational culture means value, belief and basic principle which are the root of the organizational management system, the action group, and the managing behavior. The pattern of the basic principle was learnt from the organization as the solution of adaptation to be compatible with the external environment and the integration of the internal factors. The principle and practice can exist for the reason that they have the meaning to the organizational members as the strategic representative image for the survival of the organization from the past to the future. In addition, Denison (1990) also presented the characteristics of the organizational culture, consisting of 1) Involvement Culture, building human capability and creating a shared sense of ownership and responsibility throughout the organization; consisting of Empowerment: Do employees feel informed and involved in the work that they do? Do they feel they can have a positive impact on the organization? Team Orientation: Is teamwork encouraged AND practiced in the organization? Do employees value collaboration and feel mutually accountable for common goals? And Capability Development: Do employees believe that they are being invested in and that their skills are improving? Is the organization's bench strength improving? Does the organization have the skills it needs to be competitive today and into the future?; 2) Consistency Culture, Consistency: defining the values and systems that are the basis of the culture; consisting of Core Values: Do employees share a set of values that create a strong sense of identity and a clear set of expectations? Do leaders model and reinforce those values? Agreement: Is the organization able to reach agreement on critical issues? Can employees reconcile differences in a constructive way when problems arise? And Coordination & Integration: Do employees from different parts of the organization share a common perspective that allows them to eliminate 'silos' and promote actions that are in the best interest of the organization as a whole?; 3) Adaptability Culture, translating the demands of the external environment into action; consisting of Creating Change: Can employees read the external environment and react to trends and changes? Do employees constantly look for new and improved ways to do their work? Customer Focus: Do we understand the needs of our customers? Are employees committed to responding to their ever-changing needs? Is customer focus, a primary concern throughout the organization? And that Organizational Learning: Is importance placed on learning in the workplace? Do we create an environment where reasonable risk taking and innovation can occur? Do we share knowledge across the organization?; and 4) Mission Culture, defining a meaningful long-term direction for the organization; consisting of Strategic Direction & Intent: Do employees understand the strategies identified by the organization and do they think the strategies will work? Goals & Objectives: Are there short-term goals that help link what employees do on a day-to-day basis to the strategy and vision of the organization? Do employees understand how their job fits in? And Vision: Do employees share a common desired future state for the organization? Do they understand the vision? Does it motivate and excite them?

With regard to the components of the business with social and environmental responsibility, this kind of business also participates in taking care of the society and the environments; which the activities of the organization are to reduce the pollution in the environment, to develop the ecosystem, not to cause damage to the society, to clean the community area. The production should not be the social burden. It is the method to create the sustainability in this occupation that the organization should have the responsibility to itself, to the customers, to the partners, to the employees with loyalty, sincerity, which can create the good society. This is relevant to the concept of Kotler & Lee (2005) and Ewing (2011) said that CSR is the attempt of the organization to reach the expectation of the stakeholders in addition to the philanthropy and legal compliance; it is the responsibility in improving the life quality of the society from the business operation, including dedicating the resources of the organization willingly. This also means that the living conditions of people and environment is the main activities of the organization in order to support the social issue. In addition, Dahlsrud (2008) presented the components of social responsibility in 5 dimensions; 1) The Environmental Dimension, 2) The Social Dimension, 3) The Economic Dimension, 4) The Stakeholder Dimension, and 5) The Voluntariness Dimension. Furthermore, The Centre of Urban Planning and Environmental Management (2009) of University of Hong Kong presented the practice direction about CSR of the business organization in Europe and North America and divided into 4 aspects; 1) The internal practice; to prevent the human rights abuse in the organization by creating and declaring the regulation of employment in printed, indicating the fair wage rate and the freedom in establishing the organization. 2) The external practice; having the monitoring system of the health and environment standard of the producer and the supplier of the organization, including the transparent and fair operational policy. 3) The reliability; indicating the exact period for reporting the advance of the organization about CSR practice. 4) Personnel training; the curriculum of training to be the good citizen to personnel in the organization, including supporting the employee to participate in the projects in order to develop the overall society to be sustainably grow.

In addition, creating DNA of the business with social and environmental responsibility, which is consisted of organizational structure, corporate value and organizational culture, can be transmitted through the DNA to next generation, this is relevant to the concept of Kransdorff (2006) said that corporate DNA is the concept to define the self of the organization, which will become the specific characteristics to increase the management effectiveness in developing the relationship between organizational DNA. It presents the

genetic code of the organization that shows the qualification and behavior of the organization that what is the qualification and the behavior of the organization? And what is its organizational culture? Kransdoff (2006) also said that the organizational DNA is the demonstration of the analysis method of the ideal and the thought about the organization, which the model of the managing function of leadership and other thoughts of the organization are considered. The organizational DNA is differently considered as the identity card of the organization showing the model of the organization and its business types, for example, the teamwork, the decision making, or the human resources development.

7. Recommendations

1. From the organizational structure of business with social and environmental responsibility; most case studies are family businesses; thus, their businesses will be transmitted to the next generation in family. The research results should be used in cultivating the business heir to love this occupation, to have intention to do this occupation, and also to have attention in advancing this occupation.
2. The organizational value has the connection with the DNA structure of the organization; this is an important factor for the business with social and environmental responsibility to have the concept and belief which lead to correct action. The research results should be used in generating the organizational value explicitly aiming at the social and environmental responsibility.
3. The organizational culture has the connection with the DNA structure of the organization is also an important factor for the business with social and environmental responsibility to have the action direction with morality and ethics. The research results should be publicized and used in creating the good organizational culture that is appropriate to the business and the unity for driving on the organization to reach its goals.
4. The concept of business with social and environmental responsibility is increasingly famous nowadays; the research results should be publicized to the public and to other business organization to apply in formulating the policy of each organization, and to create the real DNA with social and environmental responsibility.
5. There should be quantitative research in order to increase the reliability of the qualitative data, and also to study the cause and relationship between organization DNA and the business with social and environmental responsibility.
6. There should be the comparative research between other types of business with social and environmental responsibility in order to retrieve the various dimensions of the relationship data.
7. There should be the study about business with social and environmental responsibility in the macro level as in ASEAN.

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