

A Study on the Impact of University's Social Responsibility Activities on the University Image and Organizational Loyalty

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Abstract: According to the increase of the awareness regarding the importance of the Corporate Social Responsibility (CSR) activity at the present, in our country, too, centered on the universities in Seoul and the capital city region, the CSR activities of the universities in Korea, including the educational service in Korea and overseas, the provision of the free-of-charge, educational service, and the support for the educational costs which have the alienated class of the community, etc., have been expanding gradually. And, according to this, they have been changing gradually to the expansion of the publicness, which is the main purpose of the non-profit, educational institutions. According to the changes of the CSR activities of the universities, most of the precedent researches regarding the preexistent CSR activities have been attaching the importance to the corporations that are the profit-making organizations. And it is the actual circumstance that the researches on the CSR activities of the universities, which are the non-profit institutions, and the others have been very insufficient. As such, in this research, regarding the directionality for continuously expanding the CSR activities of the universities and the effects resulting from the CSR activities, by determining the influence relationships among the social responsibility activities of the universities, the images of the universities, and the level of the organizational loyalty, it is intended to research whether they can have the positive influences on the work activities through the overcoming of the psychological sense of insecurity and the proactive behavior on the part of the university employee.

To accomplish the purpose of the research, by utilizing the statistical package program of SPSS, the analyses of the level of the feasibility and the level of the reliability of the survey and the multiple regression analysis for the verification of the hypothesis had been carried out. And, regarding the results that were obtained through an empirical analysis, it appeared that the ethical responsibility activity and the legal responsibility activity of the social responsibility activity were the factors that influence the image of the university. And it appeared that the philanthropic responsibility activity and the economic responsibility activity did not influence the image of the university. And, also, it appeared that the image of the university after the social responsibility activity of the university had a positive influence on the level of organizational loyalty. Such results simply that, regarding the social responsibility activity of the university which pursues non-profit making, differently from the social responsibility activity of an ordinary corporation, of which the economic and charity responsibility activity is important, based on the special character possessed by the university, the image of the university can be instilled through a social responsibility activity, too, which has the strong moral and ethical personality, and that, for the instillation of the level of loyalty of the constituent members of the organization, the university must place the emphasis on the social responsibility activity that is centered on the ethical responsibility activity and the legal responsibility activity.

Regarding the academic meaning of this research, by empirically analyzing the relationships among the social responsibility activity of the university, the image of the university, and the level of organizational loyalty, the research result can be found from the point that it had investigated the relationships among them to overcome the sense of employment insecurity that has been possessed by the employees of the university recently and to present a directionality for the social responsibility activity of the university. It is judged that, in the researches in the future, if the empirical researches with the students, who can be said to be the main agents of the universities, as the subjects get proceeded with, and even better meaning can be presented.

Keywords: Educational Institution, University, Corporate Social Responsibility, Organizational Trust, Organizational Commitment

1. Introduction

Recently, in the whole world, the interest in Corporate Social Responsibility (CSR) has been in the trend of increasing continuously. The social responsibility activity in the initial state had been used as a means for the public relations of a corporation through the donation activity. And the social responsibility activity had been recognized to be one of the social investments. But, regarding the social responsibility activity of today, by getting out of the simple donation of the reserve fund or charity activity of a person who possesses globally, it has been seeking for the mutual profits of both parties of the corporation and the society, and it has been transforming into the strategic, social contribution activity that is linked with the long-term vision or the strategic goal.[1] It is the actual circumstance that, according to such a global flow, the interest and the awareness of the domestic corporations, too, regarding the importance of the CSR activity have been increasing rapidly.[2]

Regarding the CSR activities at the present, with the diverse organizations getting around to participating without any relation to the type of the business, the size, the profit-making organization, the non-profit-making organization, etc., a lot of the universities, too, have been carrying out the CSR activities for the sustainability on the strategic level although they are passive compared to the corporations.

Regarding the form of the university in our country, as a non-profit-making organization that pursues the publicness according to the legal standard, although the CSR activity can be thought to be a matter of course, due to the decrease of the birth rate, the opening of the educational market, the excessive competition among the universities, the economic depression, etc., financially, the management of the university has been facing a very

hard situation. Also, regarding the employees who work at the university, due to the insecurity regarding unemployment, the insecurity regarding the economic instability, etc., their trust, their immersion, etc. regarding the organization of the university are in the actual circumstance in which they are very low compared to the ordinary corporation. As a result, it is the reality that the universities in our country have been attaching importance to the profit-making businesses rather than the public interest businesses. And it is the actual circumstance that the actual CSR activities have been very low compared to the universities of the foreign countries.

According to the increase of the awareness regarding the importance of the CSR activities at the present, in our country, too, centered on the universities that are in Seoul and the capital city region, the CSR activities of the universities in Korea, including the educational volunteer services in Korea and overseas, the provision of the free-of-charge educational service which has the alienated class of the community as the subjects, the support for the educational costs, etc., have been expanding gradually. And, according to this, it has been gradually changing to the expansion of the publicness, which is the main purpose of the non-profit-making, educational institution.

According to the changes in the CSR activities of the universities, most of the precedent researches on the preexistent CSR activities have been attaching the importance to the corporation, which is a profit-making organization. And, regarding the researches on the CSR activities, including those of the universities, which are the non-profit-making organizations, and the others, it is the actual circumstance that they are very insufficient. Hence, for the CSR activities of the universities to be continuously expanded, there is a need to try analyzing the effects resulting from the CSR activities empirically.

As such, in this research, by disclosing the relationship in which the employees at the university have a significant influence on the organizational trust and the organizational immersion through the CSR activity of the university, based on this, it is intended to infer that it can give a positive influence to the work activities through the overcoming of the psychological insecurity and the proactive behaviors of the employees at the university.

2. The Theoretical Background

2.1. The Social Responsibility Activity

Regarding 'social responsibility activity' (CSR), as a term[3] that was first used in the United States at the time of the World Great Depression in 1929, in 'Social Responsibility of the Business', which is a book that was written by Bowen in 1953, as an answer to what is the responsibility that the society expects from a businessman, it had presented that the social responsibility activities of the businessmen pursue the desirable policies that conform to the goal and the value of our society and that it is the duty of the businessmen who must follow the decision-making resulting from it.[4]

Regarding the definition and the range of the CSR activities, each scholar approaches and mentions diversely. Bowen, who defined the concept of the CSR activity for the first time, had made it a duty [5] to shift the behavior in desirable direction by having the businessmen pursue their policies to suit the purpose and the value of the entire society that is given to the businessmen and by having the businessmen make the decision-making. And, afterwards, although a lot of researches regarding the social responsibility of the corporation had taken place, regarding what responsibility it means specifically, the point of agreement that coincides could not be found.

Friedman(1970) had defined earning[6] a lot of money while observing the law and keeping the ethical custom as the range of the consultation. And, by classifying the CSR into the three phases of the social duty, the social responsibility, and the social reaction, Sethi(1975) had regulated the social duty as the corporate behavior that reluctantly responds to the market pressure or the legal restriction, had regulated the social responsibility as a corporate behavior on the prescription level which intends to adapt to the ordinary, social norms, the values, and the expected performances other than the market pressure or the legal restriction, and had regulated the social reaction as a preventive, corporate behavior[7] that intends to predict the changes that can take place in the social system of the future. Also, regarding the CSR, Maignan & Ferrell(2000) defined it to be fulfilling[8] all of the economic, ethical, and quantitative responsibilities that are demanded by the interested persons.

If I were to put together the diverse concepts of the social responsibility activities above, regarding the social responsibility activity, as a minimal, social norm, by going beyond the abidance to the law and the ethics, it can be organized as a wide-ranging concept in which the many kinds of activities for achieving the sustainable growth of the corporation through the strengthening of the relationships with the diverse interested persons are included. Table 1. The diverse concepts of the social responsibility activity[9]

Researcher	The definition of social responsibility activity.
Bowen (1950)	The duty of a businessman who must carry out the behavior while deciding the policies of the corporation that conform to the general goal and value of the society.
Friedman (1970)	As the management of the corporation by respecting the intentions of the shareholders, the creation of as much profit as possible while observing the law or keeping the ethical custom.
Sethi (1975)	Regarding the corporation, by going beyond the legal and economic duties, the corporate action that can materialize the harmony with the social norms, the values, and the social expectations.
Fitch (1976)	The solution to a social problem that had taken place directly or indirectly because of the

	corporation.
McFarland (1982)	The behavior of the corporation with the moral, ethical, and economic values as the standards based on the recognition of the mutual dependences among the individuals, the organizations, and the social systems.
Dacin (1997)	The condition and the behavior of the organization that is related to the social duties that had been perceived.
Maignan & Ferrell (2000)	The fulfillment of all of the economic, ethical, and discretionary responsibilities that are demanded by the interested persons.
Porter & Kramer (2006)	The moral duty, the fame, the continuity, and the right to the business qualification.

2.2. The Principle of the Social Responsibility Activity

'Social responsibility activity' refers to the responsibility of the organization regarding the influence of the decision-making and the behavior on the society and the environment through the transparent and ethical acts of the organization. The International Standard Organization has been recommending the principles of the social responsibility activity that must be abided by an organization at this time to be the seven kinds, including the responsibility, the transparency, the ethical behavior, the respect for the profit of the interested person, the respect for the laws and regulations, the respect for the International Code of Conduct, and the respect for the human right.

Firstly, 'responsibility' means the responsible condition about the decision-making and the activity regarding the management level of the organization, the judicial organization, and the interested persons.

Secondly, as the openness of the decision-making or the activity that has an on the society, the economy, and the environment, 'transparency' includes the will to inform these clearly and accurately, at the right time, honestly, and completely.

Thirdly, it is that the ethical behavior and the activity of the organization must be based on honesty, fairness and equity, and integrity.

And, fourthly, the respect for the profit of an interested person must respect, consider, and respond regarding the interested person in the organization.

Fifthly, regarding the respect for the laws and the regulations, the organization must indispensably respect the rule by the law. Nobody can reign over the law. And it was said that the government, too, must not be an exception.

Sixthly, it is that, through respect for the International Code of Conduct, while observing the principle of the rule by the law, the organization must respect the international code of conduct.

And, seventhly, it is that human rights must be respected through the respect for the human rights and that the importance and the universality of the human rights must be recognized.

2.3. The Organizational Elements of the Social Responsibility Activity

Regarding the definition of the concept of the Corporate Social Responsibility activity of the corporation according to the differences of the viewpoints regarding the purpose of the corporation, Carroll (1979) had seen that it is not the relationship in which the economic responsibility and the social responsibility are opposed and that it is a concept that gets categorized and hierarchized with the economic, legal, ethical, and charity responsibilities[10].

Entering into the times of the human relativism, from the interest in the technologies, capabilities, and performances of the constituent members, because of the appearance of the recognition that the performance and the satisfaction receive the influences from the attitude and the emotion, the researches began to have with vigorously[12]. There are many theoretical approaches that intend to determine through what process the job satisfaction gets determined. Such theories utilize the motivation theory for explaining the duty motivation phenomenon. This is because giving a motivation and job satisfaction are in a very close relationship.



Fig. 1 The social responsibility of the corporation T and the model[11]

Carroll (1979) had presented the Corporate Social Responsibility activity by classifying it into four kinds of the responsibilities, including the economic, legal, ethical, and charity responsibilities. Regarding the economic responsibility, as the most important responsibility activity of the corporation, the corporation maximizes the profits in the basic, economic unit of the society. And, with the legal responsibility, the profit-pursuing activity must be done within the legal boundaries, including the fair trade, the compliance with the regulations, etc. And, regarding the ethical responsibility, although it cannot be regulated with the law, including the transparent transaction, the report on the human rights, environmental protection, etc., it means that corporation must carry out the activities according to the universal and social norms. Also, the charity responsibility means the diverse autonomous activities that the corporation selects for the social development and welfare improvement, including the donation, the charity business, the local contribution, etc[12].

The classification of the 4 kinds of the social responsibility concepts above is shown well in social responsibility and the model in [Fig. 1].

In this research, it is intended to find out about the influence relationships regarding the economic responsibility activity, the ethical responsibility activity, the charity responsibility activity, and the legal responsibility activity based on the theory of the social responsibility activity that had been argued by Carroll.

2.4. The Image of the University

It is not a fact that the image that the people think concerning a certain object always reveals their attitude regarding the object. It can be said that 'attitude' is the tendency of the people which includes the cognitive, emotional, and behavioral components regarding a certain object. The set pattern is distorted and very simplified. It represents a positive or negative attitude regarding the object. And it represents a form that has been widely shared. In contrast, as a more personal understanding regarding the object, the image can be very different for each person[13].

Regarding the universities in Korea, recently, while the crisis awareness resulting from the change of the educational environment has been getting heightened, it has been the trend that the universities that have been understanding the image of the university on an independent level together with the corporate image and that recognize the importance have been increasing. Such a phenomenon means that differently from the past when only the size, the tradition, the resources, and the information had been recognized as the management resources of the university, by taking into account the educational condition which has been getting complicated and diverse in the modernity, including the liberalization of the college entrance examination, the differentiation of the image, etc., the image of the university has been considered as the number 1 management resource[14].

If I take a look at the definition of 'university image', it was said that it is the general concept of the people perceiving regarding a specific university and it is the appearance[15] that is highly expected. Not only the constituent members inside, of course, the test-takers, the parents of the students, the graduates, the senior high school teachers, the persons-in-charge of the personnel affairs at the corporations, the managers, the local residents, etc. have been either judging or understanding regarding a specific university. Indeed, this is the concept of the university image.

2.5. The Level of Organizational Loyalty

According to the rapidly-changing social environment recently, with a lot of problems, including the human disasters, the leak of the intellectual capital, etc. that are due to the frequent changes of the jobs, taking place, in most of the organizations, a lot of the consensus regarding the concept and the importance of loyalty have been forming. Regarding the level of loyalty, 'The Philosophy of Loyalty', which is a book by Josiah Royce(1855), who had been a philosophy professor at Harvard University, that was written in 1908 can be mentioned. He had mentioned that the level of loyalty is a vertical concept that has the up and down. He had mentioned that the lowest level was the level of loyalty regarding an individual, that the next level is the level of loyalty regarding a group, and that the level of loyalty on the highest level represents the devotion regarding the value and the principle.

Ladd(1987) defined[16] 'level of loyalty' as sincerely devoting regarding the object or, in other words, regarding the object and oneself in the same light and, at the same time, as representing the psychological condition and behavior of an individual regarding a specific object while sacrificing and immersing psychologically, physically, and temporally regarding an object. And Randel(2001) had explained organizational loyalty as a duty or a virtue regarding the organization. Heo, Jin(2002) had expressed the meaning of the loyalty that one has regarding the organization as devoted attitude and belief[17] regarding the understanding of the ideology and the purpose of the organization. And Cho, Beom-sang(2008) defined 'organizational loyalty' as the behavior [18] in which the passion and the internal motivation of the constituent member of the organization who intends to devote himself or herself while having the emotional attachment regarding the organization.

Regarding the three kinds of the special feature behaviors of the members of the organization regarding the level of organizational loyalty that stand out, firstly, as working for a long time at one workplace, by succeeding in the organization, while hoping for a promotion, it is not clinging to the pay greatly. While being satisfied regarding the choice of the workplace by oneself and while showing a level of loyalty regarding the workplace, they show the behavior of recommending their organization to the surrounding people instead without any change of the job.

Secondly, it is the case of enduring even the sacrifice, too, of oneself for the goal of the organization. For accomplishing the goal of the company or for approaching the goal by exercising all of the capabilities that the individual possesses, he or she will endeavor to know even more regarding the work that the organization has been doing. In case the level of the loyalty regarding the organization has been heightened, to handle the work that he or she has been in charge of, the member of the organization shall do the extended work regarding which a request was not received, shall follow the rules of the company autonomously, and shall protect the assets of the company as if they are his or hers. Also, for the goal of the company, he or she shall, also, help his or her colleague who has a level of loyalty that is lower than his or hers.

Thirdly, even if a certain problem has been confronted with, one shall not change the job. And, even if the goal of the organization has not been reached or even if the organization has a big problem, he or she shall show the attitude of endeavoring to reach the goal by solving the problem.

3. The Design of the Research

3.1. The Subjects of the Investigation and the Research Model

To carry out this research, by visiting the universities that are located in Korea and abroad, with the teaching staff who have been working at the universities at the present as the subjects, a questionnaire survey investigation with the personal entry method had been carried out. And, to examine the influences of the social responsibility behavior, which is an independent variable, on the image of the university and the level of organizational loyalty based on the literature research and the precedent research, the research model as in [Fig. 2] had been set up.

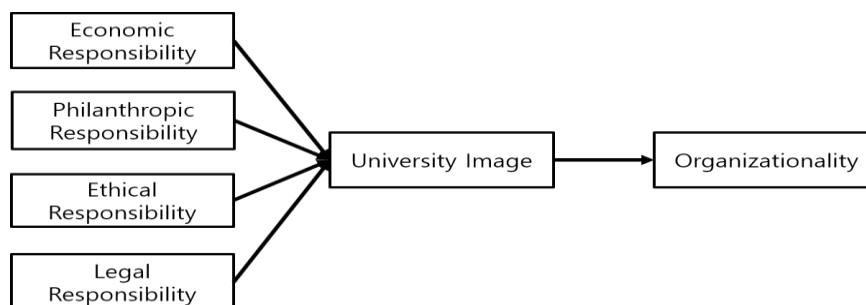


Fig. 2 Research Model

3.2. The Research Hypotheses

In this research, with the proposition that the social responsibility activity of the university will have the positive influences on the organizational trust and the organizational immersion of the employees at the university as the premise, it is intended to verify the following hypotheses:

Hypothesis 1. The social responsibility activity will have a positive influence on the image of the university.

H 1-1. The economic responsibility activity will have a positive influence on the image of the university.

H 1-2. The ethical responsibility activity will have a positive influence on the image

of the university.

H 1-3. The charity responsibility activity will have a positive influence on the image of the university.

H 1-4. The legal responsibility activity will have a positive influence on the image of the university.

Hypothesis 2. The image of the university after the social responsibility activity will have a positive influence on the level of organizational loyalty.

4. The Empirical Analysis

4.1. The Analyses of the Level of Feasibility and the Level of Reliability

Before the analyses of the level of feasibility and the level of reliability, for the suitability of the measurement value to the factor analysis, the KMO (Kaiser-Meyer-Olkin) standard suitability degree measurement and Bartlett's spherical test had been carried out. The KMO standard suitability appeared to be very excellent at .923. And Bartlett's spherical verification value appeared as 4898.723, the degree of freedom appeared as 496, and the significant probability appeared as p=.000. Therefore, they appeared to be suitable for factor analysis. As a result of the factor analysis, the commonality of the measurement variables appeared at .496~.869. And the description variable according to these factors was a total of 70.892%.

Table 2. The results of the explorative factor analysis of the social responsibility activity of the university, the image of the university, and the level of organizational loyalty

Measurement item	Organizational elements						Extraction	Cronbach's α
	1	2	3	4	5	6		
Image of university 2	.869						.838	.934
Image of university 5	.863						.806	
Image of university 4	.818						.804	
Image of university 3	.768						.725	
Image of university 1	.731						.710	
Image of university 6	.641						.700	
Ethical responsibility 10		.798					.764	.890
Ethical responsibility 5		.704					.712	
Ethical responsibility 8		.701					.608	
Ethical responsibility 7		.690					.698	
Ethical responsibility 4		.677					.632	
Ethical responsibility 9		.654					.600	
Ethical responsibility 6		.606					.574	
Legal responsibility 19			.789				.767	.916
Legal responsibility 17			.779				.787	
Legal responsibility 18			.754				.735	
Legal responsibility 16			.752				.771	
Legal responsibility 20			.705				.700	
Legal responsibility 14			.500				.645	
Level of organizational loyalty 4				.796			.732	.888
Level of organizational loyalty 2				.764			.753	
Level of organizational loyalty 5				.732			.683	
Level of organizational loyalty 1				.719			.764	
Level of organizational loyalty 3				.695			.633	
Level of organizational loyalty 6				.552			.552	
Charity responsibility 12					.762		.793	.837
Charity responsibility 11					.715		.782	

Charity responsibility 15					.582		.714
Charity responsibility 13					.496		.557
Economic responsibility 2						.812	.741
Economic responsibility 1						.689	.732
Economic responsibility 3						.599	.650
Characteristic value (Total)	13.387	3.568	2.008	1.531	1.121	1.051	.788
Dispersion (%)	41.834	11.150	6.276	4.183	3.502	3.283	
Cumulative dispersion (%)	41.834	52.985	59.260	64.044	67.546	70.829	
Notes: 1. KMO(Kaiser-Meyer-Olkin) =.923 2. Bartlett = 4898.723, degrees of freedom = 496, significance probability = .000							

Regarding the Reliability Assessment Criteria Cronbach's α value, the economic responsibility activity appeared as being 0.788, the ethical responsibility activity appeared as being 0.890, the legal responsibility activity appeared as being 0.916, the charity responsibility activity appeared as being 0.837, the image of the university appeared as being 0.934, and the level of organizational loyalty appeared as being 0.888. Therefore, it had been shown that there is internal consistency at 0.7 or higher in terms of the standard value in the internal consistency evaluation.

4.2. The Hypothesis Verification

4.2.1 The influence relationship between the social responsibility activity of the university and the image of the university

The results after carrying out a multiple regression analysis for testing hypothesis 1 regarding the influence of the social responsibility activity of the university on the image of the university in [Table 3]. As a result of the verification of the regression coefficients of the factors of the social responsibility activity of the university, it appeared that the ethical responsibility activity ($t=.215, p=.033$) was statistically significant on the significance level of $p<0.05$, and the legal responsibility activity ($t=5.277, p=.000$) was statistically significant on the significance level of $p<0.001$. And, because the charity responsibility activity ($t=.433, p=.666$) and the economic responsibility activity ($t=-.634, p=.527$) appeared as not being statistically significant, we can know that the hypothesis 1 was partially adopted.

If we take a look at the results of the test of hypothesis 1 specifically, firstly, regarding the influence relationship between the ethical responsibility activity and the image of the university, the non-standardized coefficient of the ethical responsibility activity regarding the image of the university was 0.219, thereby appearing to be statistically significant on the significance level of $p<0.05$. As a result, because it appeared that the ethical responsibility activity has a positive influence on the image of the university, the hypothesis 1-1 was supported.

Secondly, regarding the influence relationship between the legal responsibility activity and the image of the university, the non-standardized coefficient of the legal, ethical activity regarding the image of the university was 0.553, thereby appearing to be statistically significant on the significance level of $p<0.001$. Accordingly, because it appeared that the legal responsibility activity has a positive influence on the image of the university, the hypothesis 1-2 was supported.

Thirdly, because it appeared that the influence relationship between the charity responsibility activity and the image of the university and the influence relationship between the economic responsibility activity and the image of the university were not statistically significant, the hypothesis 1-3 and the hypothesis 1-4 were not supported. Table 3. The results of the analysis of the influence relationship between the social responsibility activity of the university and the image of the university

Model	Non-standardized coefficient		Standardization coefficient	t	Significance probability	Collinearity statistics	
	B	Standard error	Beta			Tolerance	VIF
(Constant)	.750	.365		2.056	.041		
Ethical responsibility activity	.219	.102	.187	2.150*	.033	.462	2.162
Legal responsibility activity	.553	.105	.438	5.277***	.000	.496	2.017
Charity responsibility activity	.046	.105	.039	.433	.666	.494	2.024
Economic responsibility activity	-.061	.096	-.050	-.634	.527	.557	1.769

Notes: 1. * $P<0.001$, ** $P<0.01$ and * $P<0.05$**

2. $F=23.952$ *, $R^2=.323$, Modified $R^2=.309$, $p=.000$, Durbin-Watson=1.774**

If I were to organize these, it appeared that the ethical responsibility activity and the legal responsibility activity of the social responsibility activity of the university were the factors that had the influences on the image of the university. And it appeared that the charity responsibility activity and the economic responsibility activity do not

have any influence on the image of the university. We can know that, regarding the social responsibility activity of the university that pursues the non-profit-making, differently from the social responsibility activity of the general corporation, in which the economic and charity responsibility activities are considered to be important, based on the specialness that is possessed by the university, the image of the university can be instilled with a social responsibility activity of which the moral and ethical personality is strong.

4.2.2 The influence relationship between the image of the university and the level of organizational loyalty after a social responsibility activity of the university

The results of carrying out a multiple regression analysis for the testing of hypothesis 2 regarding the influence of the image of the university on the level of organizational loyalty after a social responsibility activity of the university is as in [Table 4]. If I take a look at the results of the testing of hypothesis 2 specifically, regarding the relationship between the image of the university and the level of organizational loyalty, the non-standardized coefficient of the image of the university regarding the level of organizational loyalty was .524, thereby appearing to be statistically significant on the significance level of $p < 0.001$. As a result, because it appeared that the image of the university has a positive influence on the level of organizational loyalty after a social responsibility activity of the university, hypothesis 2 was supported.

Table 4. The results of the analysis of the influence relationship between the image of the university and the level of organizational loyalty

Model	Non-standardized coefficient		Standardization coefficient	t	Significance probability	Collinearity statistics	
	B	Standard error	Beta			Tolerance	VIF
(Constant)	2.217	.179		11.854	.000		
Image of university	.524	.045	.636	11.768***	.000	.462	2.162

Notes: 1. *** $P < 0.001$, ** $P < 0.01$ and * $P < 0.05$

2. $F = 138.4483^{***}$, $R^2 = .404$, Modified $R^2 = .401$, $p = .000$, Durbin-Watson = 1.580

If I were to organize these, in the relationship between the social responsibility activity of the university and the image of the university, the ethical responsibility activity and the legal responsibility activity of the social responsibility activity of the university had the positive influences on the image of the university. Therefore, to instill the level of loyalty of the constituent members of the organization, the university must place the emphasis on the social responsibility activity that is centered on the ethical responsibility activity and the legal responsibility activity.

5. The Conclusion

In this research, by determining the relationship that, through the social responsibility activity of the university, the employees at the university have a significant influence on the level of organizational loyalty, the purpose is to present a plan for instilling the directionality of the social responsibility activity of the university and the level of loyalty of the constituent members of the organization. As such, the empirical analysis had been done for understanding the influence relationships between the social responsibility activity of the university and the image of the university and the level of organizational loyalty by applying the four kinds of the elements of the social responsibility activity of the corporation that had been proposed by Carroll (The economic responsibility activity, the ethical responsibility activity, the legal responsibility activity, and the charity responsibility activity).

Regarding the results that had been obtained through the empirical analysis, it appeared that the ethical responsibility activity and the legal responsibility activity of the social responsibility activity of the university were the factors that had the influence on the image of the university. And it appeared that the charity responsibility activity and the economic responsibility activity did not have any influence on the image of the university. And, also, it appeared that, after a social responsibility activity of the university, the image of the university had positive influence on the level of organizational loyalty. Regarding an implication of such results, in relation to the social responsibility activity of the university, which pursues the non-profit-making, differently from the social responsibility activity of the general corporation, in which the economic and charity responsibility activities are important, based on the specialness that is possessed by the university, the university can instill the unknown through the social responsibility activity, too, of which the moral and ethical personality is strong. And, for the instillation of the level of loyalty of the constituent members of the organization, the university must place the emphasis on the social responsibility activity that is centered on the ethical responsibility activity and the legal responsibility activity.

Regarding the academic significance of this research, by empirically analyzing the relationships between the social responsibility activity of the university, the image of the university, and the level of organizational loyalty, it is the point that the relationships between them had been investigated for overcoming the sense of employment insecurity that has been possessed by the employees of the universities recently and to present the directionality of the social responsibility activity of the university. Despite such research results, regarding this research, there is limitation in the generalization concerning the point that the sample could not be set up with the many universities as the subjects. I hope that, in the researches in the future, through the collection of the wide-ranging samples, the

in-depth researches that can generalize the directionality of the social responsibility activity of the university will be continued. And it is judged that, if empirical research with the students, who can be said to be the owners of the university, as the subjects gets proceeded with, it will be possible to present an even better meaning.

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