



Managing organizational identification: the role of corporate social responsibility

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Abstract

New ventures often pivot – drastically change their strategy – as their initial strategy is unsuccessful. However, pivoting has severe consequences because it may harm the relationships between the venture and its key stakeholders who identify with the venture. Stakeholders who identify with the venture provide essential resources that the venture needs to grow. This is especially relevant for new ventures. Therefore, it is essential to study how new ventures can manage the organizational identification of key stakeholders. This paper builds on the existing literature by examining the effect of corporate social responsibility on organizational identification. To do so, an experimental study is conducted on New Venture Inc., a hypothetical new venture that pivots from a shopping platform to a platform where people can create a collection of their favorite items. The findings suggest that CSR has a significant positive effect on the organizational identification of key consumers, as CSR improves the public image of the new venture. The effect of CSR does not depend on the initial level of organizational identification (identification before the pivot) of key consumers. This paper contributes to scholarship on pivoting, CSR strategy, and organizational identification management.

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1. Introduction

Organizations are increasingly criticized for their non-financial performance. Where conventionally organizations face pressure to maximize economic performance through maximizing profitability, organizations nowadays face more and more pressure to take responsibility for the organization's societal and environmental impact (Mozes, Yosman, & Yanive, 2011). This trend was recently illustrated by Shell. The multimillion-dollar corporation found itself in a lawsuit concerning CO₂ emissions. By 2030, CO₂ emissions had to be reduced by 45%. In May 2021, Shell hired a new executive, Andrew Mackenzie. The main purpose of his tenure is to help Shell with the transition to becoming more environmentally responsible, by reducing emissions. Shell significantly lags behind its competitors such as BP in this department. Mackenzie is specialized in sustainability and emission reduction. With this transition, Shell hopes to improve its public image, as Shell continuously receives backlash for its lack of effort to produce greener and more sustainably (e.g. Gillaerts, 2019). As Shell engages in this strategic change and becomes a more socially responsible corporate citizen, the question arises of how core stakeholders of Shell react to Mackenzie's arrival.

The practices that Shell engages in are primarily the result of backlash from the media and the public. The aim of becoming more socially responsible is at least partly to improve Shell's reputation. As public image improves, stakeholders have been shown to identify more strongly with organizations (Dutton & Dukerich, 1991). Stakeholders who identify with the firm have a perceived feeling of belonging to the organization, and to them, the organization represents a central part of 'who they are' (Ashforth, Harrison, & Corley, 2008). Examples of such stakeholders include but are not limited to key consumers, suppliers, distributors and retailers, and user communities. A user community is a collective of consumers that is intensely involved with the product (Von Hippel, 2001). According to Harrison and Corley (2011), the value in publicity, technical support, and information from these key stakeholders can even exceed that of revenue.

These benefits are especially relevant for new ventures because new ventures are frequently praised for having a limitless vision while new ventures are simultaneously constrained by limited resources (Hampel, Tracey, & Weber, 2020). Therefore, stakeholders who identify with the firm and provide important resources are highly valuable for new ventures (Nobel, 2011). However, stakeholders have been shown to forsake or even turn hostile against organizations when their identification with the organization is threatened (Petriglieri, 2015; Gutierrez, Howard-Grenville, & Scully, 2010). Threats to organizational identification are most likely when organizations undergo drastic change (Kreiner et al., 2015). As new ventures rely extensively on these key stakeholders for resources, it is important to study how managers can manage organizational identification when the venture changes strategy.

New ventures frequently undergo drastic change (Hampel, Tracey, & Weber, 2020). This is often called pivoting and happens when a venture changes the fundamentals of the organization as the current approach is unsustainable, aiming to explore new more fruitful directions (Nicholls-Nixon, Cooper, & Woo, 2000; Kunisch, Bartunek, Mueller, & Huy, 2017; Grimes, 2018). While pivoting is often necessary, as new ventures seldom succeed initially, the consequences of pivoting can be drastic. Pivoting possibly upsets key stakeholders who strongly identify with a venture, as their expectations of the future direction of the organization may be subverted (Nag et al., 2007; Garud, Schildt, & Lant, 2014). That is a central dilemma for pivoting organizations. Namely, the organization has realized its original approach has failed and therefore needs to drastically change its strategy. However, in doing so, the venture risks alienating the key stakeholders that identify with the venture and on whom the venture relies for important resources. Thus, the focal problem this paper examines, is how new ventures can manage organizational identification of key stakeholders when pivoting.

Most of the existing literature describes how and why individuals identify with organizations. More recently, scholars began exploring how managers can manage organization identification. By better managing organizational identification, organizations can hold key stakeholders on whom they depend for important resources close to the organization (Hampel, Tracey, & Weber, 2020). While these novel insights into new ventures and sympathy provide a valuable understanding of how managers can manage organizational identification threats, more avenues to manage organizational identification in new ventures need to be studied because this is precisely the group for which managing identification is essential to gain access to key resources (Hampel, Tracey, & Weber, 2020). As is evident from the Shell example, corporate social responsibility (CSR) is such an avenue through which ventures can possibly manage organizational identification. CSR is an organization's effort to engage in initiatives that improve environmental and social aspects of the organization while making no compromise in economic performance (Mozes, Yosman, & Yanive, 2011). It is, however, unknown what the role of CSR is during a pivot. Especially CSR in new ventures is understudied, as CSR is often seen as something that more financially stable organizations incorporate. Nonetheless, Wang and Bansal (2012) show that new ventures can also benefit financially from incorporating CSR practices.

Through CSR, organizations improve their public image (Hess et al., 2002), and public image is an important part of organizational identification since individuals identify more strongly with organizations that have a good public image (Dutton & Dukerich, 1991; Dutton et al., 1994; Smidts et al., 2001). The objective of this paper is to study how managers can influence organizational identification of key stakeholders by incorporating CSR practices. This leads to the following research question: How does the incorporation of CSR practices in new venture pivoting affect organizational identification of key stakeholders?

To examine this, I develop hypotheses to empirically test using a 2 (Identification: low vs. high) \times 2 (CSR: low vs. high) between-subject experiment. In one condition, the new venture incorporates CSR practices into its pivoting strategy. In the other condition, no CSR practices are incorporated. All other variables are held equal and therefore deviations between organizational identification between the conditions can be attributed to CSR. The 2 \times 2 design allows testing whether the effect of CSR is larger when identification before the pivot is lower or higher. The results suggest that increasing CSR has a positive effect on organizational identification of key consumers in new ventures, but the effect does not depend on the initial level of identification of the stakeholder. The results have valuable real-world implications. When pivoting, managers of new ventures may benefit from incorporating CSR practices into their strategy, to manage organizational identification.

The paper is structured as follows: the literature review gives an overview of the existing literature on organizational identity and identification, and the relevance of CSR. After that is the methodology section, explaining the experimental design. The results are explained in the results section. The implications of the results in regard to the existing literature are discussed in the discussion section, and recommendations for future research are made. The final section of the paper concludes.

2. Literature Review

Organizational identity

Organizational identity answers the fundamental question of ‘who are we as an organization?’ (Albert & Whetten, 1985). This is the conceptualization that is used in this paper. It is the most recognized conceptualization and is the most relevant in connection to organizational identification because identification refers to the feeling of association with an organization. The concept of organizational identity consists of three attributes. They are central, enduring, and distinguishing attributes (Albert & Whetten, 1985; Whetten, 2006). Central attributes involve the history of the organization. They describe how the company became what it is today. If the history of the company were different, the central attributes of the company would be different and as a result, the organization would be different than what it is today. Enduring attributes are the aspects of an organization that are deeply embedded in its history. These attributes represent core values and therefore are relatively non-malleable. Distinguishing attributes set the organization apart from similar organizations.

Nowadays, scholars are studying organizational identity in new ventures. The workings of organizational identity are different for new ventures since new ventures need to change their identity frequently to ensure access to important resources, or because the current strategy is not working (Navis & Glynn, 2011; Fisher, Kotha, & Lahiri, 2016). Snihur (2016) identifies four actions that build

organizational identity in new ventures. They are analogies, storytelling, obtaining social evaluations, and creating alliances. According to Gioia et al. (2010), new ventures need to find optimal distinctiveness to acquire resources. Optimal distinctiveness describes the optimal balance between being included in a group and being unique from others. Furthermore, new ventures often lack legitimacy and reputation because new ventures are formed 'de novo' (Snihur, 2016, p.2). This lack of legitimacy and reputation is especially prevalent for new ventures that engage in innovation (Hargadon and Douglas 2001). Legitimacy and reputation are important for new ventures since they have been shown to influence the likelihood of success of new ventures (Fombrun & Shanley, 1990; Rao, 1994).

Organizational identification

Organizational identification is different from organizational identity as it encompasses how individuals associate with an organization. Organizational identity revolves around the organization itself and the evolution of its identity. Organizational identification, on the other hand, is concerned with how individuals relate to the organization (Hampel, Tracey, & Weber, 2020). Organizational identification occurs as stakeholders' beliefs around an organization "become self-referential or self-defining" (Pratt, 1998, p. 175), and the individual regards their identity to overlap with the identity of the organization (Hampel, Tracey, & Weber, 2020). Organizational members who identify with an organization, feel a sense of belonging to that organization. The feeling of belonging can become stronger or weaker depending on how the organization changes because the overlap of the individuals' identity and the identity of the organization can change (Ashforth et al., 2008). Organizational identification has been formulated in several ways, ranging from narrow to broad formulations. At its core, definitions of organizational identity revolve around cognitive attributes, such as the perceived feeling of belonging to the organization (Ashforth et al., 2008). The core of organizational identification consists of the aspects of self-definition (who am I), importance (what do I value), and affect (how do I feel about X) (Ashforth et al., 2008).

The broader formulations (Ashforth et al., 2008) describe values (I care about X), goals (I want X), beliefs (I believe X), stereotypical traits (I generally do X), and abilities (I can do X). More broad definitions include the degree to which the organizations and individuals' views of the world are aligned. In these broader concepts, there is overlap between the individual and the organization's norms, values, beliefs, goals, behavior, and so on (Ashforth et al., 2008). Typically, identification includes several of these content attributes such as norms values, and beliefs.

Furthermore, there is a distinction between situated identification and deep identification (van Dick, & Rousseau, 2006). Situated identification is the feeling of belonging to an organization that is triggered by situational cues. As a result, it is more temporary. On the contrary, deep identification involves a more fundamental connection between the organization and the individual. As a result, it is

more stable. Even though situated identification is less stable, it is important because it often precedes deep identification. That is because ‘an individual must first be aware of social categories and then self-categorize (situated identification) before more fundamental connections (deep identification) can form’ (Ashforth et al., 2008, p. 331; Meyer, Becker, & van Dick, 2006). Situated identification is what is most often examined in a lab setting. In such a lab setting, the procedure commonly is to foster temporary identification resulting from situational cues. When the experiment ends, the feeling of identification ends as well.

Identity cues are used to enact identification. Identity cues drive organizational members to enact organizationally relevant identities. They come in two forms. Identity cues can either prime an identity, or provide descriptive information about the identity (i.e., what does the usual person in a certain organizational context think, do, or feel). The priming function of identity cues is relevant for both deep and situated identification, ‘because priming cues provide conscious or unconscious impetus to enact a certain identity (Ashforth et al., 2008, p. 332)’. The describing function of organizational cues is relevant for deep identification since it involves learning about an organization on a deeper level. In the typical lab study, priming identity cues are used to generate a sense of identification in participants. The participant feels situated identification, intended for the experiment. For example, van Knippenberg, Martin, & Tyler (2006) use situational cues in the form of stimulus information and ask participants to imagine themselves to be a member of a student sports association. Participants in the low identification condition were asked to imagine feeling alienated at the organization, whereas participants in the high identification condition were asked to imagine feeling at home at the organization. Thus, priming identity cues are more relevant for situated identification, which is more relevant in this study. Descriptive identity cues are more relevant for deep identification (Ashforth et al., 2008).

There are two main threats to organizational identification (Hampel, Tracey, & Weber, 2020). First, there is the deidentification threat. This is when a stakeholder loses the feeling of association with the organization and therefore cuts off the connection with the organization. Second, there is the disidentification threat, which essentially is a more extreme version of the first. Stakeholders do not merely lose association but develop a sense of hostility and actively fight the organizations’ new view and strategy (Elsbach & Bhattacharya, 2001; Pratt, 2000). Similarly, there exist two ways in which organizations can defend themselves in the aforementioned situations. The first and most obvious is that organizations shift focus to their competitive advantage, aiming to convince stakeholders to stay with them (Pratt, 2000; Petriglieri, 2015). The second strategy involves implementing internal processes to restore the connection that stakeholders previously had with the organization (Petriglieri, 2015; Besharov, 2014). However, organizational identification works differently for new ventures (Hampel, Tracey, & Weber, 2020). Relationships between stakeholders and the organization are often less strong because they are newer in new ventures, making identification with the organization more fragile (Jawahar & McLaughlin, 2001). Hampel, Tracey, & Weber (2020) find that for new ventures, a more

effective strategy for maintaining organizational identification is to emphasize the hardship that the venture is going through. In doing so, key stakeholders feel sympathy. Stakeholders that feel this sense of sympathy are less likely to turn hostile against the organization (Hampel, Tracey, & Weber, 2020). These recent advancements have pushed the boundaries of organizational identification literature.

There are two main directions in organizational identification research. First, there is the body of research that aims to conceptualize the different types of identification. The central question is why individuals associate with organizations (Mael & Ashforth, 1992; Cornwell, Howard-Grenville, & Hampel, 2018). This is the largest area of research. For example, Rousseau (1998) described identification as a cognitive concept and developed the difference between situated and deep identification, as described previously. Tajfel (1978, p. 63) on the other hand, argued that identification also includes ‘the value and emotional significance attached to that membership.’ Cornwell, Howard-Grenville, & Hampel, (2018) find that identification of employees is influenced by horizontal partnerships, such as partnerships between the organization and charities. The second strand of research began exploring how organizations can better manage organizational identification. This second strand of research is important because the management of organizational identification can hold key stakeholders close to the organization on whom the organization depends for resources (Hampel, Tracey, & Weber, 2020). This more practical aspect aims to investigate how stakeholders’ organizational identification can be influenced (Besharov, 2014; Bartel, Baldi, & Dukerich, 2016; Pratt, 2000). In the next subsection, some of the most notable antecedents of organizational identification management are described.

Antecedents of identification management

There are several ways to manage organizational identification that have been studied previously. This section describes the most notable findings in organizational identification management, as they provide essential antecedents for identification management. As we have seen previously, Hampel Tracy and Weber (2020) find that focusing on shared struggles creates sympathy and thereby positively affects identification of key stakeholders. Further, Pratt (2000) finds that organizations manage identification using two practices. Sense-breaking and sense-giving practices, which break down and provide meaning, respectively. Members identify positively with the organization when both practices are successful. When either practice is unsuccessful, members may deidentify with the organization. Gutierrez, Howard-Grenville, & Scully (2010) found that crafting a split identity (cognitively separating aspects of an organization that are worthy of continued identification, and aspects that demand change) strengthens identification with normative aspects of the organization, while seeking to change organizational aspects. This suggests that organizations need to know which aspects of the organization demand change. Good communication with key stakeholders is essential to recognize which aspects of the organization demands change and which aspects do not.

Bartel, Baldi, & Dukerich, (2016) state that identification of key organizational members often happens in the first stages of contact with the organization. The authors find that initial impression is a crucial factor that determines whether individuals seeking jobs pursue long-term employment at an organization and that the first impressions of customers are often decisive in the purchase decision. Thus, creating positive first impressions and forming a relationship is an essential yet difficult task. The first contact between stakeholders and organizations nowadays often occurs through the internet, meaning organizations need to create strong relationships without face-to-face contact. As a result, organizations rely on written statements and media to create this essential first impression, which is not easy. The authors state that well-thought-out 'about us' and 'career' sections on websites are essential avenues through which to communicate the organizations' goals and vision. This gives organizational members first impressions of what the organization stands for and forms the basis on which a relationship between the organization and the individual can be formed (Bartel, Baldi, & Dukerich, 2016).

Lastly, Petriglieri (2015) studies how relationships between organizational members and the organization develop after an event that threatens identification. They study how members of BP lose or re-establish identification with BP after the gulf accident. Executive members only reidentified when they were involved in BP's response to the accident and worked on the identity attributes such as environmental consciousness that were damaged by the accident. This implies that when the connection between an individual and the organization is damaged, co-creation is needed for full relationship repair.

This paper builds on the second body of literature that examines the management of stakeholder's organizational identification, by investigating the importance of CSR in organizational identification management. The next subsection provides an overview of some of the consequences of CSR.

Corporate social responsibility and consequences

Organizations increasingly recognize the need to balance profitability with social and environmental responsibility. When an activity either goes beyond the organization's economic goals, is beneficial to the social good, or goes beyond law requirements, it is considered socially responsible (McWilliams & Siegel, 2001). Typical examples of CSR activities are products that are developed to have social or environmental features, production that limits impact on the environment, philanthropical activities, and more affective care for employees (Aguilera et al., 2007; McWilliams & Siegel, 2001).

There are several positive and negative consequences of CSR. First, CSR activities may interact with organizational strategy. Consumers often prefer products with CSR attributes, as many customers have become aware of the importance of social and environmental issues (Brown & Dacin, 1997). For example, the use of organic fertilizers and the production of pesticide-free fruit 'embody CSR attributes in a certain product' (McWilliams & Siegel, 2001, p. 119) and therefore differentiates the organization

from competitors. Furthermore, organizations may use practices to reduce impact on the environment, such as recycling or the use of technologies that reduce inputs such as energy. These practices provide opportunities for organizations, as the consumer base is increasing due to increased awareness of environmental importance (Brown & Dacin, 1997).

Additionally, CSR activities build a positive CSR reputation (Turban & Greening, 1997). Such organizations are attractive for individuals who value social responsibility and see themselves as socially responsible. This positive CSR reputation has a myriad of benefits. Organizations with a strong CSR reputation can charge a premium for their product (Klassen and McLaughlin, 1996), appeal to investors (Mackey et al., 2007), and attract excellent employees (Greening and Turban, 2000).

However, there also exist possible negative consequences of CSR. Financial performance may be undermined, as CSR increases costs and can shift focus away from core business. The more resources are needed for CSR, the fewer resources are left for core business activities (McWilliams & Siegel, 2001). Moreover, even when CSR improves financial performance, research and development (R&D) costs may exceed that of financial performance.

Furthermore, according to shareholder theory, a manager must optimize economic performance. In this light, CSR activities may distract managers from the organization's core duties. A manager is concerned with the organization's business activities, and therefore may not be competent to pursue CSR activities (Wang & Bansal, 2012). Incorporating CSR activities is also time-consuming since views of how to incorporate CSR can conflict (Petts et al., 1999). In sum, there are both positive and negative consequences of CSR.

Public image

The need for the organization to be more socially and environmentally responsible may arise from managers, aiming to boost profitability or public image, or from the public, through public opinion and pressure (Mozes, Yosman, & Yanive, 2011). Hess et al. (2002) show that social and environmental engagement positively affect company image. Moreover, many companies are eager to report their CSR efforts, aiming to improve the organization's public image (Maignan & Ralston, 2002). While CSR is something that mainly larger corporations focus on, Wang and Bansal (2012) show that new ventures can benefit financially from incorporating social responsibility. They measure CSR by counting the discrete activities that an organization is involved in. Therefore, CSR in their study provides a general degree of social responsibility and does not focus on specific aspects of CSR. They find that long-term-oriented strategies that involve CSR can generate positive net economic returns.

According to Tyler and Blader (2003), becoming more psychologically involved in an organization promotes a positive social identity. The authors state that the extent to which individuals

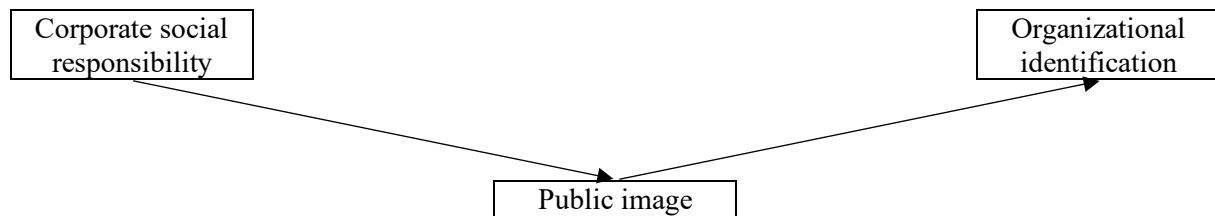
derive pride from being a member of the organization, and respect within the organizations, defines the extent to which their membership with the organization adds to positive identity. Respect refers to the notion that the individual is valued as a member of the organization, and pride refers to the notion that the organization itself is valued publicly (Tyler & Blader, 2003). Hence, pride and respect result in a sense of commitment to the organization, because individuals feel a sense of pride in belonging to the organization when the organization represents something the individual values (O'Reilly, 1991).

Moreover, organizational image positively affects an individual's identification with the organization (Dutton & Dukerich, 1991; Dutton et al., 1994; Smidts et al., 2001). For example, Smidts et al. (2001) show that external prestige is enhanced by employee communication and explains organizational identification. When an organization has a positive public image, organizational members are more likely to develop a strong bond with the organization (Cialdini et al., 1976). Since individuals are proud to identify with an organization that has a positive public image, and CSR has been shown to positively affect public image, a positive relationship between CSR and organizational identification is theorized (see table 1 for the theoretical model).

Thus, it is hypothesized that:

Hypothesis 1 (H1). Incorporating CSR practices when ventures pivot positively affects organizational identification of key consumers.

Table 1: Theoretical model.



Different variables possibly have different effects on organizational identification for different stakeholders (for example, good working conditions is something that likely has a larger effect on identification of employees than identification of investors or consumers). In this paper, key consumers are examined. There are two reasons for studying this group of key stakeholders. First, this group of key stakeholders is highly relevant to the study, as public image highly affects the purchase decisions of consumers and therefore there is a strong incentive to improve public image (through CSR) for consumers specifically (Wang & Tsai, 2014). Furthermore, Denoo, Yli-Renko, & Clarysse (2021) show that the diversity in the customer base of new ventures is key in driving business model change. That is especially true when the industry is in the earliest and most uncertain stages. This underlines the value that knowledge of customers provides for new ventures. Lastly, in a practical sense, for this thesis and the experiment, the role of key consumers is likely the most relatable for participants in the experiment.

The effect of incorporating CSR practices may be different for individuals who already identify strongly with the organizations before the pivot, versus individuals who do not identify strongly with the organization before the pivot. Since individuals identify more strongly with organizations with a good public image (Smidts et al., 2001), it is expected that the effect of incorporating CSR practices on identification is larger for individuals who weakly identify with the organization than for individuals who identify strongly with the organization before the pivot. This is hypothesized because new ventures where organizational members identify strongly with the organization, likely already have a more favorable public image (they feel at home at the venture) (Tyler & Blader, 2003). Therefore, an improvement in public image resulting from CSR involvement is expected to be more marginal for individuals who identify strongly with the venture before the pivot, because public image is often already positive when identification is high.

Thus, it is hypothesized that:

Hypothesis 2 (H2). The effect of incorporating CSR practices has a larger effect on the identification of key stakeholders who identify more weakly with the venture before the venture's pivot.

In the next section, the method to test the hypotheses is formally described.

3. Methodology

Data collection

The experiment was carried out as an online survey. There were no selection criteria for the participants. Preferably, one would examine a sample consisting of actual key stakeholders of a venture. It is unrealistic to generate the desired amount of data using such requirements in the scope of this research project. The best option then is to examine students in business administration and economic fields, for these students are familiar with the concepts in the experiment. However, since data collection depends on personal reach, family and friends also participated in the experiment. This process of collecting responses that relies on personal reach is called network sampling. The main disadvantage is that the sample is not representative of the population that one desires to draw conclusions on. However, network sampling allows for a larger sample size.

This presents certain advantages and disadvantages. Reach is a clear advantage. It is easier to generate the desired amount of data through online distribution. The survey was conducted during COVID-19 lockdown, possibly leading to higher response rates as people working from home may be

more likely to participate. The trade-off of using an online survey is that participants could not be supervised. As the experiment was not overly complex, this is not seen as a problem.

In the end, most participants in the survey are students. Many papers in highly respected management journals (i.e., van Knippenberg, Martin, & Tyler, 2006; Wiesenfeld, Raghuram, & Garud, 1999) and economics journals (i.e., Eckel & Grossman, 2008; Fehr & Schmidt, 2006) use samples of students and empirical results suggest that the use of students versus professionals leads to similar conclusions (Fr  chette, 2015; Liyanarachchi, 2007). The survey was distributed via LinkedIn because this is the most professional social media platform. There is no financial incentivization as there is no economic or competitive component in the study.

149 total usable responses were collected. (40.94% of the sample was female. 53.69% of the sample was male. 5.37% answered ‘other’). Table 2 below illustrates the characteristics of the participants within the different conditions. The mode of age for all conditions is ‘18-25’, confirming that the vast majority of respondents were students.

Table 2: Respondent characteristics per condition.

Condition	Initial Identification	CSR	Male	Female	‘Other’
1	Low	Low	22	16	2
2	Low	High	18	16	2
3	High	Low	24	14	2
4	High	High	16	15	2
Total			80	61	8

Method

The experimental approach is a scenario experiment, as in van Knippenberg, Martin, & Tyler (2006) (see appendix A for the operationalization table). In a scenario experiment, internal validity is high, making it possible to make conclusions regarding causality (Chen, Chen, & Sheldon, 2016). In an experiment, one manipulates a single variable, therefore the change in the dependent variable can directly be attributed to a change in the treatment variable. In the current experiment, CSR is manipulated to examine the direct effect on organizational identification. No such causal relationship can be established in a real-world case study. Furthermore, the experiment is designed to be mundanely realistic (van Knippenberg, Martin, & Tyler, 2006). Because the hypotheses can then be tested in a scenario that resembles the real world. The downside of this approach is that external validity cannot be attained. Therefore, real-world studies are important to test whether the hypothesized relationships hold in a natural setting.

Experimental design

The experiment was a 2 (Initial Identification: low vs. high) \times 2 (CSR: low vs. high) between-subject design. Participants were randomly assigned to the conditions, to ensure that the participants did not know what condition they were in which may influence the results. Initial identification refers to the level of organizational identification before the venture pivot. The conditions with the same level of initial identification are compared (1, 2 and 3, 4) because the scores for identification are intended to be higher for the high identification condition than the low identification condition. This 2×2 design is used to test the hypothesis (H2) that the effect of CSR on identification is larger for individuals with weaker initial identification (van Knippenberg, Martin, & Tyler, 2006).

It is important that participants do not know that CSR is the variable of interest, because that would lead to biased results (i.e., giving stronger answers on certain questions). If the experiment were within-subject design, one would compare responses of individual respondents after a certain event (increasing CSR). For this study, that would possibly lead to various participants realizing that the relevant variable is CSR, thereby creating a systematic bias in responses. In this between-subject design, participants do not know what the treatment variable is, thus preventing systematic bias.

Participants were asked to imagine being a key customer of New Venture Inc., as this is likely to be the most relatable role for participants. New Venture Inc. is a hypothetical organization. By using a hypothetical organization, no biases arise due to some of the participants feeling disproportionately more identification with the organizations because they are familiar with the organization. When using existing companies, participants possibly feel identification and that would result in an overstatement of the variable CSR. A large point of discussion lies in the use of a hypothetical scenario. While it prevents the previously mentioned familiarity bias, and it allows for more control over the experimental setting, some would argue that organizational identification is difficult to mimic hypothetically. However, since New Venture Inc. is used in all conditions, there should be no systematic differences in the dependent variable resulting from the use of a non-existent venture. This approach is used in other papers that study organizational identification (i.e., van Knippenberg, Martin, & Tyler, 2006; Tarakci et al., 2018).

Background information on New Venture Inc. was provided (see Appendix B) (van Knippenberg, Martin, & Tyler, 2006). New Venture Inc.'s transition is modeled after the real-world example of Pinterest. New Venture Inc. was stated to be a growing new venture that offers an online platform where users can shop for all their favorite brands using a single comprehensive platform. It turned out that users used the platform to create so-called 'collections'. Management caught on and pivoted into this direction to better serve the customer base. Before the pivot, all participants in all conditions saw that New Venture Inc. had little involvement in CSR. However, after the pivot, the high CSR conditions now had increased involvement in CSR for New Venture Inc., indicating the

incorporation of CSR practices. The low CSR conditions, on the other hand, displayed no such improvement in CSR. The manipulations will be described in greater detail in the next section.

In the experiment, it was stated that New Venture Inc. had to fundamentally change its strategy because due to financial problems, the current strategy was not working anymore. To survive the harsh economic situation, the venture was forced to pivot and drastically change its strategy. It was then explained that in the next section of the experiment, an overview of some of the most important changes was given. But before that, the participants were asked to what extent they associated with the organization, to check whether the manipulation of organizational identification (before the pivot) was successful.

In all conditions, it was made clear that the venture improved its financial performance. This is important because one may expect that the identification of key stakeholders always improves if a certain aspect of the firm improves. To make sure that the change in identification would not be due to ‘something’ improving, it was made sure that financial performance always improved, ensuring that the change in identification was due to improved CSR, and not some random improvement that could be linked to general firm performance. After the pivot, the different conditions displayed a low or high ESG score respectively, depending on the condition that the participant was randomly assigned to. All other general information that changed after the pivot, such as the proposed new direction, was the same for all conditions. The only difference between the conditions was the change in CSR. Thus, differences in identification between the conditions after the pivot, are the consequence of improved CSR. After the manipulation of CSR, the dependent variable organizational identification was measured.

Manipulations

To manipulate the level of identification (see appendix B), participants were asked to imagine their connection with New Venture Inc. (i.e., van Knippenberg, Martin, & Tyler, 2006). For the manipulation, central aspects of organizational identification were used. In the low identification condition, participants were told that other customers are quite different than they are and that their attitude was different. Participants had to imagine that the match between themselves and the organization was relatively poor in general and that they felt alienated. In the high identification condition, participants were told that other customers were similar to them and that their attitude was comparable. Participants were asked to imagine the match between them and the organization to be good and that they felt at home.

To manipulate CSR, an ESG score was used (see Appendix B). ESG scores provide a comprehensive score of how an organization performs on environmental, social, and governance criteria (Friede, Busch, & Bassen, 2015), and therefore provides a comprehensive representation of CSR involvement of the organization. The environmental aspect rates the company’s impact on the

environment. That may include pollution, carbon emission, energy use, and conservativeness of natural resources. The social aspect rates a company's relationships. For example, do the companies they work with (such as suppliers) hold the same norms and values, and do they adhere to the same standards? It also considers the working standards of employees. The governance aspect rates how a company is managed, for example, whether it engages in illegal business. ESG scores are widely used. Before 1990 as few as twenty companies used ESG standards. In 2014, that number exceeded 8500, continuing to display extensive growth after that period (Kotsantonis, Pinney, & Serafeim, 2016; Friede, Busch, & Bassen, 2015).

Measures

The dependent variable organizational identification was measured using the Mael and Ashfort (1992) scale (see Appendix C). This instrument is widely used in identification literature, (e.g., van Knippenberg, Martin, & Tyler, 2006; Lee, Yoon, & Boivie, 2020; Tarakci et al., 2018) and consists of six items. An example of an item is 'I am highly interested in what others think about New Venture Inc.' The items are measured on a 7-point Likert scale, ranging from "1" strongly disagree, to "7" strongly agree. The Likert scale is universally used for surveys (Allen & Seaman, 2007) and due to its simplicity, allows unsophisticated respondents to give meaningful responses. Cronbach's alpha showed good internal consistency ($\alpha = 0.84$).

After the main questions, demographics were asked (age, gender, education), and participants were asked how socially responsible they perceived themselves to be. These are used as control variables, as one may expect that older participants possibly identify less strongly with new ventures. Due to the nature of identification, individuals who view themselves as socially responsible, are expected to feel stronger identification with an organization that increases CSR. Finally, participants were debriefed and thanked.

Considerations experimental design

The survey was tested with several respondents. Some changes to the survey were made resulting from the feedback of these tests. First, the ESG score values were changed. At first, only the CSR score was changed, to keep as much similarity between the conditions as possible. However, it turned out that it was confusing that the CSR score was for example high, but the scores on the individual items of the ESG score were average (see appendix B). This made sense in hindsight. Therefore, the ESG scores were changed to more accurately represent the high or low CSR conditions respectively. This resulted in better manipulation of the CSR variable. The descriptive text that explained this section of the ESG score was improved to better reflect the level of CSR.

Furthermore, the individual items of the ESG-score in the different treatments were made opposites of each other. For example, if the low CSR condition scored 8 on emissions, the high condition would score (50-8) 42 on this item. This resulted in a more accurate and comparable score. The items in the middle that did not seem too relevant to CSR such as 'Innovation' were scored average (around 25) and were the same in all conditions.

Analysis

Stata is used for data analysis. Several participants answered only the first couple of questions and did not come close to finishing the survey. I suspect that some of these may have been bots or something similar, and therefore all of these participants with missing values are dropped. This procedure did not affect any respondents that made more progress, as all other participants finished the experiment with no missing observations. This led to 60 of the 209 total respondents being dropped, leaving 149 total legit observations without any missing values. Further recoding techniques are used to make the data more well-arranged and ready for analysis (for example renaming, dropping, recoding, and generating of variables). In the results section, the averages on the manipulations questions are compared to check whether the manipulation of CSR and identification were successful (e.g. van Knippenberg, Martin, & Tyler, 2006).

To examine the data, a t-test, ANOVA, and regression analysis are used. ANOVA is used when the difference in the means of two or more conditions or groups is compared (St & Wold, 1989). While there are four conditions in the experiment, not all conditions are compared with one another. As the identification of the high identification condition is intended to be higher than that of the low identification condition, it is not relevant to compare these groups. Instead, only low CSR and high CSR in the low identification condition are compared, and low CSR and high CSR in the high identification condition are compared. Using the t-test, one can determine whether there is a significant difference between the mean identification between the groups, depending on the level of CSR (Semenick, 1990).

To test whether effect size is different between the low identification and high identification conditions (H2), a two-way ANOVA model is run with the interaction of a CSR dummy and an organizational identification dummy. This model measures whether the effect of CSR on organizational identification depends on the level of initial organizational identification of the participant.

Factor analysis is performed to examine whether the six items of the Mael and Ashfort (1992) scale measure the same underlying factor. When all the items load high on one factor, we can say that all items measure the same underlying factor. This is desirable, for we can then conclude that the items of the scale accurately measure organizational identification. Generally, items with a factor loading >0.50 are considered to explain sufficiently large variation (Rummel, 1967). Cronbach's Alpha is used

to measure the internal validity of the items. A value of >0.7 Cronbach's is desirable (Bland & Altman, 1997). Factor analysis and Cronbach's alpha are reported in the results section. Since the instrument is taken from the literature and often used, it is not expected that problems arise. Finally, regression analysis is used as a robustness test. The CSR condition variable is made into a dummy variable, where 0 is low CSR and 1 is high CSR. This implies that the coefficient of the CSR dummy variable explains the effect of moving from low to high CSR on organizational identification. In other words, the significance of this condition dummy variable would provide further evidence that CSR has a significant effect on identification and may therefore strengthen the results.

Ethical considerations

This section briefly addresses some ethical considerations in the experiment. Before participants participated in the survey, it was made clear that the data would be used only to complete my master's thesis. Participants were informed that the experiment aimed to investigate the effect of certain variables on their feeling towards an organization, providing transparency in the purpose of the research. It was made clear that their information would be collected anonymously and could not be traced back to the individual, because the participants would randomly be distributed in the experiment and no names were attached to the data. It was further explained that the collected data would only be used for research purposes. In the survey, participants were informed that they were free to withdraw from the experiment at any time. This was to ensure that participants did in no way feel forced to participate in the experiment. In the final section that asked for some general characteristics such as gender and age, participants were allowed to leave the questions blank. Finally, participants were thanked and informed that their participation contributed to practical managerial insights for ventures undergoing strategic change.

4. Results

Manipulation checks

To check whether manipulation of organizational identification was successful, participants answered the question 'To what extent do you feel a connection to New Venture Inc.' on a 7-point Likert scale (1 = very weak, 7 = very strong). The mean score for the identification manipulation check question was significantly lower in the low identification condition than the high identification condition, as intended ($M = 3.09$ versus $M = 4.52$, $p = 0.000$), manipulation of organizational identification was successful.

To check whether manipulation of CSR was successful, participants answered the three questions 'New Venture Inc. focusses on social/environmental/economic aspects', respectively, on a 7-

point Likert scale (1 = strongly disagree, 7 = strongly agree). The economic aspect was used as a control. It was stated that economic performance improved in both conditions, as it was emphasized that the environmental and social aspects increased to make sure that CSR was the variable that affected organizational identification and not some economic performance variable. The mean score for the economic control was not significantly different between conditions, as intended ($M = 4.29$ versus $M = 4.36$, $p = 0.372$). Then, the average of the social and environmental control was taken to generate a CSR variable ($\alpha = 0.67$). The mean score for the CSR variable was significantly lower in the low CSR condition than the high CSR condition, as intended ($M = 4.03$ versus $M = 4.92$, $p = 0.000$). Manipulation of CSR was successful.

Before testing the main hypotheses, it is important to establish whether the Mael and Ashfort (1992) scale accurately captures organizational identification. The results of the factor analysis can be found in appendix D. All items of the scale load significantly high on factor 1. This in combination with a high value for Cronbach's alpha ($\alpha = 0.84$) leads to the conclusion that the questions of the scale accurately capture organizational identification. Now that we have established that the scale accurately measures organizational identification, the individual questions are transformed into an organizational identification variable. To do so, the average of the six scale items is taken to comprise organizational identification.

Descriptive statistics

The descriptive statistics per treatment ($N = 149$) are provided in table 3. The first section of the table shows the descriptive statistics for the total sample, comparing the low and high CSR conditions. Below that, are the descriptive statistics for the low and high organizational identification conditions, again comparing the low and high CSR conditions. Organizational identification is the dependent variable and is the average of the six items of the Mael and Ashfort (1992) scale. The dependent variable organizational identification is analyzed univariately, to establish normality. The histogram looks somewhat normally distributed, but numerical testing is needed. The skewness and kurtosis test is insignificant (skewness = $-.078$, kurtosis = 2.647 , $p = .704$). The null hypothesis is that the dependent variable is normally distributed. As the test is insignificant, we can conclude that the dependent variable organizational identification is normally distributed (Cain, Zhang, & Yuan, 2017).

CSR is the average of the two questions: according to you, how much does New Venture Inc. care about social and environmental aspects respectively, as explained previously. Age and gender are measured categorically. The mode of age is '18-25'. 86% of participants were in this category. This high percentage was expected, as the majority of participants were students.

All other variables were scored on a 7-point Likert scale (see appendix B). Understanding indicates how well the participants felt they understood the questions in the survey. Connection describes whether participants generally felt that they connected with organizations or not.

Table 3: Descriptive statistics.

Total sample	Condition 1: Low CSR condition (80 Observations)				Condition 2: High CSR condition (69 Observations)				
	Mean	Standard-deviation	Min.	Max.	Mean	Standard-deviation	Min.	Max.	
Organizational identification	3.640	1.232	1.5	6.667	4.099	1.166	1.667	6.5	
Corporate social responsibility	4.025	1.505	1	7	4.92	1.100	2.5	7	
Age	2.051	.556	1	6	2	.304	1	3	
Gender	.525	.746	0	3	.623	.769	0	3	
Understanding	4.612	1.619	1	7	4.884	1.378	1	7	
Connection	3.962	1.579	1	7	3.797	1.399	1	7	
Low initial organizational identification condition	(40 observations)				(36 observations)				
	Organizational Identification	3.417	1.219	1.5	6.667	3.917	1.202	1.667	6.5
	Corporate social responsibility	3.800	1.531	1	6.5	4.806	1.104	2.5	7
	Age	2.025	.698	1	6	1.909	.292	1	2
	Gender	.550	.749	0	3	.611	.766	0	3
	Understanding	4.375	1.690	1	7	4.861	1.199	2	7
	Connection	3.925	1.559	2	7	3.75	1.228	1	7
	(40 observations)				(33 observations)				
High initial organizational identification condition	Organizational Identification	3.862	1.22	1.667	6.5	4.298	1.109	2.167	6.5
	Corporate social responsibility	4.250	1.463	1.5	7	5.045	1.099	3.5	7
	Age	2.079	.359	1	3	2.091	.292	2	3
	Gender	.500	.751	0	3	.636	.783	0	3
	Understanding	4.85	1.528	1	7	4.909	1.569	1	7
	Connection	4.000	1.617	1	7	3.848	1.584	1	7

There are several interesting findings in the summary statistics. The mean score for the dependent variable organizational identification is 3.640 in the low CSR condition and 4.099 in the high CSR condition for the total sample, which is consistent with hypothesis 1. The difference between the low and high CSR conditions is the highest for participants in the low initial identification condition (difference = 0.500 in the low initial organizational identification condition, versus 0.436 in the high initial organizational identification condition). Although the difference is relatively small, this is

consistent with the second hypothesis. Statistical significance will be assessed more formally in the next section.

Secondly, the mean score for CSR was higher in the high CSR conditions than the low CSR conditions, as intended (4.806 versus 3.800, and 5.045 versus 4.250). The mean score for CSR was also higher in the high initial identification conditions than the low initial identification condition (4.250 versus 3.800 and 5.045 versus 4.806) This may be because the participants in the high identification condition perceived the venture as more favorable in socially responsible aspects as they rather identified with a venture that cares about these aspects, instead of a venture that only focuses on economic goals. Further, the mean score for understanding was higher in the high CSR conditions, although the difference is only slight. The mean score for connection (whether participants felt that they generally felt a connection with organizations), was marginally higher in the low CSR conditions.

Next, we consider the correlation matrix (table 4 below). The correlation matrix shows the intercorrelation between all variables. The economic, social, and environmental control variables are also included in this table. These variables represent how participants felt they personally valued the respective organizational attributes in general. These questions were mainly asked to be included as controls in the regression analysis. There are no extremely high correlations between the variables, which is good as high correlations may indicate multicollinearity problems (Mansfield & Helms, 1982). There is a somewhat high correlation between organizational identification and CSR. the coefficient is positive, implying that when CSR increases, organizational identification increase as well and vice versa. The only other somewhat noteworthy correlation is between the environmental and social control variable, which is intended, as they both measure aspects of CSR.

Table 4: Correlation matrix.

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1. Organizational identification	1.000								
2. Corporate social responsibility	0.423	1.000							
3. Age	0.096	0.010	1.000						
4. Gender	0.206	0.056	-0.106	1.000					
5. Understanding	-0.006	0.093	-0.018	-0.191	1.000				
6. Connection	0.224	0.278	-0.121	0.186	0.066	1.000			
7. Economic control	0.314	0.278	-0.071	0.089	0.221	0.306	1.000		
8. Social control	0.206	0.246	0.011	-0.008	0.187	0.312	0.358	1.000	
9. Environmental control	0.009	0.211	-0.072	0.056	0.148	0.193	0.281	0.581	1.000

The table shows the correlation between the dependent variable organizational identification and the independent variable, as well as the control variables. Connection refers to how strongly participants felt they generally connected with organizations. The controls refer to how participants felt they valued the respective attributes in general.

Sample t-test

As was previously evident from the summary statistics, the mean identification score is higher in the high CSR conditions. This indicates that overall, participants in the high CSR conditions identified more strongly with New Venture Inc. To test whether the difference is statistically significant, the t-test is used. Table 5 below summarizes the results of the parametric sample t-tests. The results represent the between-subject test of the null hypothesis that asserts that there is no significant variation among the mean scores in the conditions for the dependent variable, similar to Diacon and Hasseldine (2007).

Table 5: Sample t-test. Mean comparison of dependent variable organizational identification between conditions.

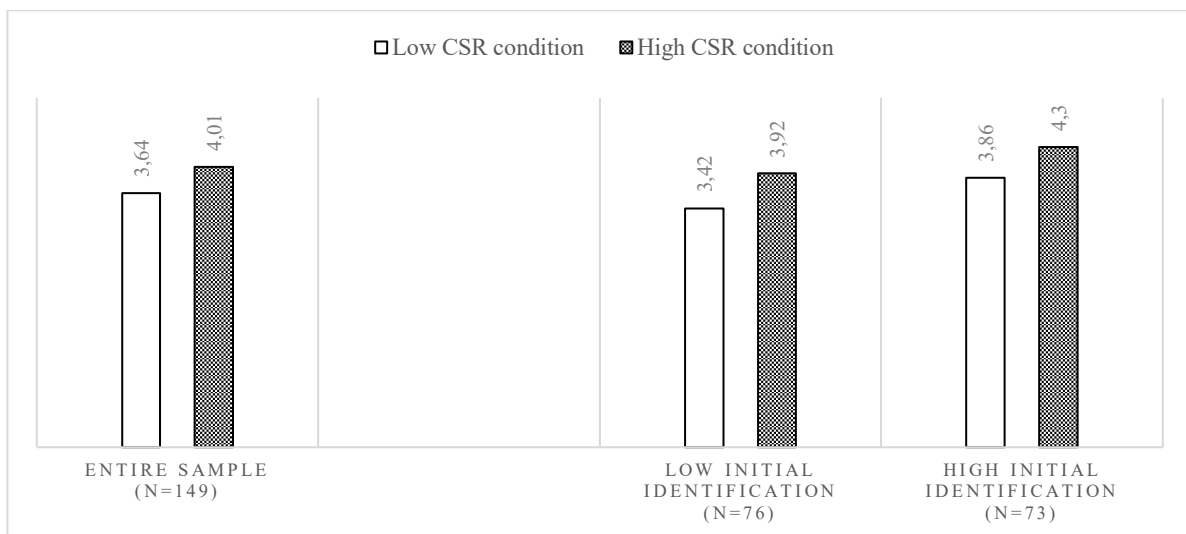
		Ha: diff<0	Ha: diff!=0	Ha: diff>0
	<i>Difference = mean (Low CSR condition) - mean (High CSR condition)</i>			
DV: Organizational Identification				
Entire sample	-.459	.011**	.0210**	.989
Low initial organizational identification	-.500	.038**	.076*	.962
High initial organizational identification	-.435	.059*	.118	.941

P-values shown.

Significance is indicated with * or ** or *** at the 10%, 5% and 1% level, respectively.

Power analysis was performed and revealed modest power of 63% (see appendix E). This is below the desired threshold of 80% (Cohen, 2013). As network sampling was used, this is not unexpected because the amount of respondents one can reach is somewhat limited. The results of the sample t-test are visually represented in a bar chart below, for clarity (see table 6).

Table 6: Bar chart sample t-test on dependent variable organizational identification (per condition).



The bar chart graphically presents the mean differences between the dependent variable organizational identification per condition. The difference is significant at the 5% level for the entire sample and the low initial identification sample, and significant at the 10% level for the high initial identification sample.

The difference between means is statistically significant at the 5% level for the entire sample, significant at the 5% level for the low identification sample as well, and significant at the 10% level for the high identification sample. This means that, according to the t-test, the hypothesis is accepted, because there is a significant difference between the mean organizational identification between the two conditions, due to the difference in the independent variable CSR.

ANOVA

ANOVA was performed to confirm the findings of the sample t-test (see appendix F). The results of the comparison between conditions 1 and 2 was the same as the result of the t-test ($F(1, 74) = 3.23, p = 0.076$), as was the result of ANOVA of conditions 3 and 4 ($F(1, 71) = 2.50, p = .118$). This is expected, as ANOVA for two groups is the same as a t-test. However, ANOVA was also run including all 4 conditions. The test was significant ($F(3, 145) = 3.36, p = .021$). However, when considering the post hoc Bonferroni test, only the difference between conditions 1 and 4 was statistically significant ($p = .012$). The comparisons of the other conditions were all insignificant. It makes sense that condition 1 (low initial organizational identification and low CSR) was statistically different from condition 4 (high CSR and initial organizational identification conditions). However, it was unexpected that there are no significant differences between the means of groups 1 and 2 and 3 and 4 as was previously evident from the t-test and the prior ANOVA test.

Next, I ran a two-way ANOVA (see table 7). This explained the previous predicament. This analysis included an initial identification dummy and CSR dummy (in other words, was the participant in the high or low identification condition and was the participant in the low or high CSR condition).

Table 7: Two-way ANOVA on dependent variable organizational identification.

				N = 149	
				R-squared = .065	
				Adjusted R-squared = .046	
	Partial SS	DF	MS	F	P-value
Model	14.299	3	4.766	3.36	.021**
Identification dummy	6.330	1	6.330	4.46	.037**
CSR dummy	8.097	1	8.097	5.70	.018**
Interaction	.039	1	.039	.03	.870
Residual	205.897	145	1.420		
Total	220.196	148	1.488		

CSR dummy is whether the participant was in the low or high CSR condition.

identification dummy is whether the participant was in the low or high initial organizational identification condition.

Interaction is the interaction of the organizational identification dummy and the CSR dummy.

Significance indicated with * or ** or *** at the 10%, 5% and 1% level, respectively.

From the two-way ANOVA, we can see that the interaction term of CSR and identification is not significant. This means that the effect of CSR on the dependent variable organizational identification does not depend on the level of initial identification. Instead, the main effect of CSR on the dependent variable organizational identification is significant, and the main effect of the initial level of organizational identification on the dependent variable organizational identification is statistically significant.

Thus, the first hypothesis is accepted, and we can say that Incorporating CSR practices when ventures pivot positively affect organizational identification of key consumers. The second hypothesis is not accepted, as the effect of CSR on the identification of key consumers does not significantly differ depending on the level of initial organizational identification. We can thus conclude that the effect of incorporating CSR practices does not have a larger effect on the identification of key stakeholders who identify more weakly with the venture before the venture's pivot.

Regression results

The regression is provided as a means for robustness (table 8). The regression makes use of a condition dummy to determine the effect of CSR on the dependent variable identification. The low CSR conditions are zero, the high CSR conditions are one. This means that the coefficient for the condition variable can be interpreted as moving from low CSR to high CSR. In other words, the coefficient of the CSR condition variable is the effect of increasing CSR. According to the hypothesis, the coefficient of the condition variable is expected to be positive on the dependent variable organizational identification. The organizational identification dummy is a dummy variable that measures whether the participant was in the low or high initial identification condition and therefore measures the effect of moving from low to high initial identification. This variable can only be used in the entire sample regressions, for there is no variance in this variable in the subsample regressions (i.e. the regressions in only the low initial identification and only the high initial identification conditions). Instead, the organizational identification check variable is used in the subsample regressions. Organizational identification check is the variable that measures how strongly participants felt they connected with New Venture Inc. before the pivot. The controls (economic, social, and environmental control) capture how the participant felt that they personally valued these attributes.

There are four regression models. The first model (1) regresses only the control variables on the dependent variable organizational identification. The second model (2) includes the independent variable, the condition dummy that measures the change from the low to high CSR condition (as well as the controls). The third (3) and fourth (4) models regress the control variables and the independent variable on the dependent variable organizational identification like in the second model, however, for the low and high initial organizational identification samples, respectively.

Several tests are done to rule out common biases in regression analysis. First, There is no heteroskedasticity problem due to the Likert scale. With a Likert scale, there are no outliers. This was confirmed by the Breusch-Pagan test for heteroskedasticity. The null hypothesis is that there is equal variance in the data. The p-value is 0.505, meaning that we accept the null hypothesis and we can conclude that there is no heteroskedasticity problem. Next, the variation inflation factor (VIF) was examined to determine whether there is a multicollinearity problem (Mansfield & Helms, 1982). A VIF value that exceeds 5 is seen as problematic. No VIF value higher than 2 is observed, therefore, it is concluded that there is no multicollinearity problem.

Table 8: Regression analysis on dependent variable organizational identification

Organizational identification	Entire sample		Low initial organizational identification sample	High initial organizational identification sample
	1	2	3	4
CSR dummy		0.534*** (0.004)	0.670*** (0.007)	0.413 (0.130)
Initial identification dummy	0.362* (0.057)	0.350* (0.059)		
Initial identification check			0.153* (0.056)	0.228** (0.013)
Age	0.292 (0.163)	0.323 (0.114)	0.196 (0.377)	0.202 (0.646)
Gender	0.284** (0.028)	0.255** (0.043)	0.396** (0.019)	-0.022 (0.904)
Understanding	-0.046 (0.478)	-0.066 (0.299)	-0.167** (0.050)	-0.130 (0.198)
Connection	0.077 (0.267)	0.094 (0.166)	0.155 (0.106)	-0.042 (0.674)
Economic control	0.234*** (0.003)	0.238*** (0.002)	0.320*** (0.003)	0.161 (0.150)
Social control	0.195** (0.038)	0.199** (0.030)	0.075 (0.546)	0.318** (0.022)
Environmental control	-0.162* (0.054)	-0.185** (0.025)	-0.111 (0.315)	-0.270** (0.032)
Constant	1.765*** (0.009)	1.580** (0.017)	1.284 (0.120)	2.432** (0.040)
Observations (N)	144	144	73	71
F-statistic	4.72	5.36	5.70	2.37
R-Squared	.219	.265	.449	.259
Adjusted R-squared	.172	.216	.370	.150
Controls	Controls only	Included	Included	Included

P-values in parentheses.

Significance indicated with * or ** or *** at the 10%, 5% and 1% level, respectively.

The initial identification dummy is a dummy variable that measures whether the participant was in the low or high initial identification condition and therefore measures the effect of moving from low to high initial identification.

Initial identification check is the variable that measures how strongly participants felt they connected with New Venture Inc. before the pivot.

Connection refers to how strongly participants felt they generally connected with organizations.

The controls refer to how participants felt they valued the respective attributes in general.

R-squared is relatively high for all regressions, indicating that the model explains a large part of the variation in the dependent variable organizational identification (Cameron & Windmeijer, 1997). The adjusted R-squared of the fourth regression is somewhat lower than the other regressions. The initial identification dummy and initial identification check variables are significant for all regressions, providing strong evidence that initial identification has a positive effect on the dependent variable

organizational identification, as expected. Furthermore, gender has a significant and positive effect on organizational identification, for the entire sample regression. As Male is coded as 0 and Female as 1, this means that women identified more strongly with New Venture Inc. than men. This may be because an affective feeling is central in identification, and women tend to feel stronger affective feelings than men (e.g., Liu & Ngo, 2017; Kring & Gordon, 1998).

Economic control, social control, and environmental control (how much participants themselves valued the respective attributes) are significant at the 1% and 5% level respectively, for the entire sample regression. However, the sign of the environmental variable is negative, which is unexpected. This means that participants identified more strongly with New Venture Inc, when they valued economic and social aspects of the organization, but identified more weakly when they valued environmental aspects of the organization. Individuals identify more strongly with organizations that perform well economically, as the prestige and status of an organization is often a reflection of its performance and achievements (Carmeli, Gilat, & Waldman, 2007).

Lastly, the independent variable of interest. The effect of the CSR dummy variable is statistically significant and positive at the 1% level for the entire sample and the low initial identification sample, indicating that CSR has a positive and significant effect on organizational identification. This is in line with the previous results. However, the effect of the CSR dummy variable is not significant for the high initial organizational identification sample, although only barely. This may be because a larger part of explained variance in the dependent variable organizational identification is explained by initial organizational identification in the high identification condition than it is in the low identification condition. The coefficient of the identification check variable is considerably larger in the high initial identification condition, supporting this notion. In the end, the regression results are in line with the previous findings of the t-tests and ANOVA, providing robustness and strengthening the results.

5. Discussion (in progress)

Contributions

The consequences of pivoting can be drastic. New ventures, which often heavily rely on stakeholders who identify with the firm, frequently have to pivot and thereby risk alienating key stakeholders. Therefore, it is important to study strategies that new ventures can use to manage the relationships with key stakeholders. In this paper, I set out to discover the role of CSR in managing the organizational identification of key consumers. To do so, I created a 2 (Initial Identification: low vs. high) \times 2 (CSR: low vs. high) study of New Venture Inc., a hypothetical venture that provides a platform where people can shop from their favorite stores in a single marketplace that pivoted into a platform where people can

make collections of their favorite items (based on the real-world example of Pinterest). As New Venture Inc. – as the name suggests – is a new venture, it heavily relies on key consumers for key resources. However, their new strategy threatened the identification of these consumers. Based on this experiment, I make recommendations regarding organizational identification management. The findings contribute to research on new venture pivoting and organizational identification management.

The main contribution of this paper is to show how the incorporation of CSR practices in new venture pivoting can positively manage organizational identification of key consumers. The main argument is that public image is an important determinant of the identification of stakeholders (Dutton & Dukerich, 1991), and CSR has been shown to favorably affect public image (Hess et al., 2002). By becoming more socially and environmentally responsible, the organization shows that it is a responsible corporate citizen. Individuals feel a sense of pride in belonging to an organization when the organization represents something the individual values (O'Reilly, 1991). The practical implication of this study then, is that managers of new ventures are recommended to increase CSR involvement during a pivot, to keep key consumers who identify with the venture close to the venture. Moreover, it is suggested that organizations aim to favorably affect public image when engaging in strategic change.

Findings in regard to the literature

These findings in identification management are novel because the majority of existing literature in identification management concerns established organizations (e.g. Ashforth et al., 2008; Besharov, 2014; Petriglieri, 2015). New ventures face different identification challenges than established organizations and these have not been systematically examined. The main reason for this is that research has focussed on employee identification in established organizations, stakeholders who are internal to the organization. In new ventures, however, external stakeholders such as user communities play a large role (Hampel, Tracey, & Weber, 2020).

Specifically, literature in organizational identification management in established organizations has identified two categories of strategies that can be used to manage threats to organizational identification. Organizations can either encourage stakeholders to act in accordance with key aspects of the organization's identity (Petriglieri, 2015; Besharov, 2014), or organizations can highlight positive aspects of the organization (Pratt, 2000; Besharov, 2014). This study is an example of the latter, as the organization shifts attention away from negative aspects to new improved aspects and highlights the strengths of organizational aspects.

Recently, and contrary to the existing literature, Hampel, Tracey, & Weber (2020) have illustrated that creating sympathy through shared struggles is a fruitful strategy to manage relationships with key stakeholders. Hampel, Tracey, and Weber (2020) state that focusing on shared struggles creates

a feeling of sympathy. By doing so, new ventures can prevent affective hostility, by uncovering the struggles that the venture goes through and their attempt to overcome those problems. In this process, the venture shows that its motivation is pure and that there is a reason that they are forced to diverge from their norms. This creates an ‘emotional narrative between the venture and its stakeholders’ (Hampel, Tracey, & Weber, 2020, p. 42). This shared emotional narrative replaces the narrative of ‘us versus them’, the feeling that some stakeholders get where the venture purposely opposes the old ideas and therefore the stakeholders. This insight may appear counterintuitive, as it highlights negative attributes of the organization and therefore directly opposes one of the main defense mechanisms identified in the literature (focusing on organizational strengths). However, authenticity scholars state that organizations that highlight uncommon attributes of the organization can improve genuineness and thereby create stronger and more meaningful relationships (Carroll & Wheaton, 2009). A possible alternate explanation for the effect of CSR on organizational identification can be that CSR similarly creates such an emotional narrative, as new ventures focus on taking more social responsibility and thereby create affective emotion in stakeholders. This is most likely to happen when the individual values CSR, since by nature of organizational identification, it represents something that the individual values (O’Reilly, 1991).

New ventures should be aware that passionate stakeholders can also form a threat. Generally, the affective attitude of passionate stakeholders is seen as a buffer (Ashforth, 2004). When a venture makes a decision the stakeholders do not agree with, it is believed that they have some flexibility before relationships with stakeholders turn hostile. However, this highly affective attitude may in fact be detrimental. When the organization makes a change that stakeholders do not agree with, it can feel like betrayal, which is amplified by the previously affectionate attitude of stakeholders (Mantere et al., 2013). The affective feelings can quickly transform into hate and dismissal. New ventures – especially when engaging in a pivot – should be aware of this dark side of affective stakeholders. It may be beneficial to create split identities if possible (Gutierrez et al., 2010) so that stakeholders can deidentify with some aspect of the organization while strengthening identification with another aspect of the organization.

Something more to consider is the utilitarian view on CSR. According to utilitarianism, the utility of a certain action is derived from the outcome it produces, and the path to that outcome is secondary (Secchi, 2007). The main driving force is self-interest, as it optimizes total wealth. Therefore, the internal variables of the firm are unimportant in the utilitarian view (Secchi, 2007). In this light, CSR is relatively unimportant as individuals are to identify with organizations that produce the best outcomes, regardless of internal variables such as CSR. The role of the organization in this paper is more central. The organization is embedded within society and the relationships between society and the organization are most important. The organization is part of the interactive economic system, rather than an agent that is either centered and operates on its own or one that focuses solely on outcomes of actions. This view is termed relational as it tries to ‘open utilitarian and managerial views’ (Secchi, 2007, p.350).

A final consideration is greenwashing, the process of misleading consumers about environmental aspects of a product or service purely to be perceived as more responsible (Delmas & Burbano, 2011). Organizations that engage in greenwashing try to prevent penalties, and aim to reap benefits such as improved public image, increased investment, product premium, etc. This is problematic, as the increasing number of greenwashing incidents can have detrimental effects on the confidence in green products. Reducing greenwashing is especially difficult in contexts where regulation is limited and uncertain (Delmas & Burbano, 2011). While CSR is conceptualized in a general way in this paper, being either low or high, this was solely done for experimental purposes and it has to be emphasized that becoming more socially responsible is an ongoing process. While CSR can have benefits for an organization, the creation of wealth and a better environment are central. Thus, actual tangible improvements in distinct aspects of CSR, such as verifiable improvements in emissions, energy use, and materialistic waste are key for improvement in societal welfare.

In the next section, some of the limitations of this study are discussed and recommendations for future research are given.

Limitations & further research

There are several limitations in this paper that provide opportunities for future research. First, the study has high internal validity since the experimental setting allows for the control of outside variables. As a result, the effect of CSR specifically can be assessed. However, the downside of this approach is that external validity is low. Namely, how the effect holds in the real world may be somewhat different since more variables are at play. This is especially true since the manipulation of organizational identification resulted in discerned degrees of identification but likely did not result in deep-structure identification. That is because deep-structure identification likely requires more extended exposure to ‘the organizations’ norms, values, and routines across a variety of situations’ (van Knippenberg, Martin, & Tyler, 2006, p.690; Rousseau, 1998) and is, therefore, more likely to be found in a field setting. Thus, real-world studies are relevant to examine this deep-structure sense of identification.

The sampling approach used in the study was network sampling. In network sampling, the sample of participants is constructed through the network of the researcher. Preferably, the sample had consisted of sophisticated individuals who had experience in new venture pivoting or experienced being a key stakeholder of a new venture. Generating this sample kind of sample is unfeasible as there was no financial incentivization. Nonetheless, since I am a student myself, most of the sample consisted of students. Many published papers use samples of students and empirical results suggest that the use of students versus professionals leads to similar conclusions (Fréchette, 2015; Liyanarachchi, 2007). However, due to network sampling being dependent on personal reach, it was difficult to gain a large sample size for sufficient power for statistical analysis. COVID-19 also made this more problematic, as

I was unable to meet people in person and ask them to participate. I was also unable to be physically present while participants engaged in the experiment. This lack of supervision likely resulted in fewer completed responses. I should have anticipated this and started sooner with data collection and taken more steps towards successful data collection. In the end, a total of 149 usable responses were collected, which is reasonable. Statistical power was somewhat low, at 63%. While not terrible, it is noticeably below the preferred threshold of 80%. Even though the robustness of the results was strengthened by the regression analysis, future studies with more statistical power will be beneficial to the robustness of the results.

Further, key consumers are studied in the experiment, external stakeholders to the firm. It is relevant to study the workings of identification relationships of external stakeholders because new ventures depend to a high degree on these stakeholders while having a relatively low degree of control over them (Jawahar & McLaughlin, 2001). While this study into key consumers adds to the existing literature, it also simultaneously excludes other types of stakeholders. Thus, it is recommended that future research dives into the importance of CSR and identification management for different stakeholders. Especially different external stakeholders, on whom new ventures so strongly depend for key resources.

Next, CSR is treated as a binary variable in the experiment. It is either low or high depending on the condition. In the real world, however, CSR exists on a spectrum. Organizations work on different aspects of the firm to become more socially responsible. Therefore, CSR in the real world is a broader concept that cannot be measured in such a binary manner. Nonetheless, to allow for experimental testing, it is necessary to determine some comparable data points. The results provide relevant insight, however, the distinct attributes of CSR in the real world differ vastly per organization. Future research into more detailed aspects of CSR and their effect on identity management will be interesting. Moreover, there is no starting point on the CSR scale in the experiment. According to prospect theory, gains and losses are measured against a certain reference point (Kahneman & Tversky, 2013). This is true because the reference point determines the loss and gain domain. Individuals weigh losses more strongly than they weigh gains (Kahneman & Tversky, 2013). In the context of this study, that means that for some firms a low CSR score could still be good in comparison to the reference point and therefore perceived as favorable. For organizations with a good public reputation and involvement in CSR, a relatively good score of for example 40 (on a scale to 50), could be perceived as relatively poor if the standards that the organization is held to are high because that is the reference point for that specific organization. In other words, the reference point of what is low and high CSR will depend on the industry and especially on the organization itself. In the case of Shell, the reference point is that Shell scores relatively low on ESG criteria and CSR. Therefore, an improvement with regards to that reference point is different than for firms where the ‘zero-point’ is already high.

Lastly, timing may play a role. New Venture Inc. had to pivot when its existence was threatened. This likely heightens the emotional state of the participants. While this sense of urgency was intentional for the current study to examine the dynamics of CSR when pivoting, it would be interesting to study what happens when there is no such sense of urgency and therefore the change and the degree of strategy change are likely significantly less drastic. Timing in the context of pivoting would be highly interesting to study. The effect of timing on pivoting success would form relevant contributions to the strategic use of timing (e.g., Kunisch et al., 2017).

6. Conclusion

New ventures often engage in drastic change in the early stage of the venture. They have to pivot, fundamentally change what the venture is doing, because the old approach is not working anymore. This 'lean start-up' type approach revolves around learning while doing. When ventures pivot, they have to hold the stakeholders who identify with the firm close, as new ventures rely heavily on key stakeholders for important resources. In this paper, CSR as a way to manage organizational identification during a pivot is examined. The main argument is that public image is important for identification management and that new strategies (pivoting) can tailor towards this fact and favorably manage identification during the pivot. The results show that by incorporating CSR in the new strategy, new ventures can positively affect organizational identification of key consumers. This implies that new ventures can benefit from pivoting strategies that take into account public image, particularly by becoming more socially responsible. Furthermore, the effect of CSR on the identification of key consumers does not significantly differ depending on the level of initial organizational identification. This paper contributes to existing research by theorizing identification management in new ventures, and specifically by examining the role of CSR. I hope that this research will encourage more research into organizational identification management strategies.

7. Appendix

Appendix A: Operationalization table

Concept	Indicators/Dimensions	Measures
<i>(Concepts are translated to Dutch in the survey to increase understanding)</i>		
Organizational identification: The feeling of belonging to an organization (Ashforth, Harrison, & Corley, 2008).	Dimensions vary depending on the goals of the researcher. Based on Miller & Allen (2000): 1. Loyalty 2. Membership 3. Similarity	Mael & Ashfort (1992) scale (7-point Likert agreement, see appendix B) Loyalty 1. When someone criticizes (my organization), it feels like a personal insult. 2. I am very interested in what others think about (my organization). Membership 3. When I talk about (my organization), I usually say 'we' rather than 'they'. 4. (My organizations') successes are my successes. Similarity 5. When someone praises (my organization), it feels like a personal success. 6. If a story in the media is criticized (my organization), I would feel embarrassed.
CSR: The need for organizations to balance financial performance with environmental and social responsibility. Hess et al., (2002)	1. Environmental responsibility (pollution, carbon emissions, sustainability). - Resource use - Emissions - Innovation - 2. Social responsibility (accountability to the public, stakeholders, and the organization itself). - Management - Shareholders	ESG-criteria (Jagannathan et al., 2017) (see Appendix C for an example). An ESG score gives an individual score for all indicators. The score ranges from 0-100. A score of 50 represents the average of the industry. A score below 30 indicates that the organization

	<ul style="list-style-type: none"> - CSR <p>3. Governance (no illegal business, labor conditions, etc.).</p> <ul style="list-style-type: none"> - Workforce - Human Rights - Community - Product Responsibility 	<p>scores more than 2 standard deviations below the average for the industry. A score above 70 indicates that the organization scores more than 2 standard deviations above the average for the industry.</p>
<p>Organizational identity: ‘Who are we as an organization?’ (Albert & Whetten, 1985)</p>	<p>The dimensions of identity vary depending on the research goals. Examples include Integrity, reliability, quality, imagination, value for money, and so on (van Rekom & van Riel, 2000).</p>	<p>Identity is not measured in this study. See identification.</p>
<p>Pivoting: Radically changing the fundamental strategy of an organization, with the aim to survive (Hampel, Tracey, & Weber, 2020).</p>		<p>Pivoting is not measured in this study.</p>
<p>New Venture: A venture that is in the start-up phase. Generally, the long-term strategy is not yet certain, and new ventures may have to pivot (Hampel, Tracey, & Weber, 2020).</p>		<p>New Venture Inc., a venture that transitioned from an online platform where consumers can shop their favorite brands, to a platform where consumers can create collections of their favorite items.</p>
<p>Key stakeholders: organizational members who are close to the organization. Due to their identification (feeling of belonging) to the organization, they often provide important resources that organizations need to thrive.</p>	<p>Consumers</p>	<p>Key stakeholders are not measured in this study.</p>

Appendix B: The experimental design

Introduction text.

Beste deelnemer,

In deze enquête onderzoeken we je relatie met een hypothetisch (niet-bestaand) bedrijf, genaamd New Venture Inc. Ik verzoek je om je in te beelden dat je een consument bent bij New Venture Inc. In de volgende sectie krijg je meer informatie over New Venture Inc. Daarna beginnen de vragen. Er zijn geen goede of foute antwoorden, selecteer daarom het antwoord dat het beste bij je past.

De enquête is compleet anoniem. Het duurt ongeveer 5 tot 10 minuten.

Bedankt voor het invullen!

Identification manipulation.

Je begeeft jezelf dus, tijdens deze enquête, in de rol van een consument van New Venture Inc. Graag alle vragen beantwoorden vanuit deze rol en de gegevens in de tekst. New Venture Inc. biedt een platform aan waar mensen bij al hun favoriete winkels op een overzichtelijke plek kunnen winkelen. New Venture Inc. is een jong bedrijf. Het bedrijf is daarom ook nog relatief klein.

Nu verzoek ik je in te beelden dat andere consumenten van New Venture Inc. andere soort personen zijn dan jij en dat zij een andere houding hebben dan jij. Er is een zwakke match tussen jijzelf en het bedrijf. Als gevolg daarvan voel je je oncomfortabel en niet helemaal thuis bij New Venture Inc.

Nu verzoek ik je in te beelden dat andere consumenten van New Venture Inc. dezelfde soort personen zijn als jij en dat zij dezelfde soort houding hebben als jij. Hun passie voor het bedrijf is groot. Er is een goede match tussen jijzelf en de organisatie. Als gevolg daarvan voel je je comfortabel en thuis bij New Venture Inc.

Hoe sterk is de connectie tussen jou en New Venture Inc. volgens jou?

	Zeer zwak	Zwak	Een beetje zwak	Neutraal	Een beetje sterk	Sterk	Zeer sterk
Connectie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

KEY ORGANIZATION INFORMATION

Dit document bevat de voornaamste veranderingen die New Venture Inc. doormaakt als gevolg van de verandering van hun strategie (de pivot). New Venture Inc. heeft het financieel moeilijk gehad en moest daarom veranderen van strategie.

Strategieverandering

New Venture Inc. was voorheen een online platform waar consumenten hun favoriete spullen van verschillende winkels konden kopen. Het managementteam kwam erachter dat het platform vooral werd gebruikt om collecties te maken van alle favoriete items van de gebruikers. Als gevolg heeft New Venture Inc. haar strategie veranderd om beter aan te sluiten op de behoefte van de consument.

De organisatie is gaan focussen op het creëren van deze collecties, in plaats van de voormalige marktplaats. Na de verandering van de strategie is New Venture Inc. significant beter gaan presteren. Er zijn meer werknemers aangenomen, de kosten voor onderhoud van het platform zijn gedaald (door betere focus) en de opbrengst en daarmee winst zijn aanzienlijk gestegen.

Niet financiële prestaties: ESG (environmental, social, governance)

Dit zijn de criteria waaraan de niet-financiële prestaties van een bedrijf worden gemeten. De ESG score geeft een individuele score voor elk criterium van 1 tot 50. Belangrijk hierin is CSR (Corporate Social Responsibility). Dit gaat over hoe verantwoordelijk bedrijven producten maken of diensten aanbieden. Bedrijven die bijvoorbeeld veel geven om duurzaamheid of vervuiling, scoren hier hoog. In de onderstaande afbeelding is de nieuwe ESG-score **na** de pivot van New Venture Inc. te zien.

Deze nieuwe ESG score gaat dus om de consequenties van de pivot en gaat over de nieuwe strategie van New Venture Inc. Hoewel financiële prestaties verbeterd zijn, is te zien dat New Venture Inc. niet voldoet aan de eisen om een hoge CSR score te ontvangen met hun nieuwe strategie. Dit betekent dus dat New Venture Inc. vooral focust op winstgevendheid, maar niet veel aandacht heeft voor de negatieve impact van het bedrijf (bijvoorbeeld sociale impact en verantwoordelijkheid, of impact op milieu) in hun nieuwe strategie.



- Environment
 - Hulpbronnen
 - Uitstoot
 - Innovatie
- Governance
 - Management
 - Aandeelhouders
 - CSR
 - Werknemers
- Social
 - Mensenrechten
 - Gemeenschap
 - Productverantwoordelijkheid

Niet financiële prestaties: ESG (environmental, social, governance)

Dit zijn de criteria waaraan de niet-financiële prestaties van een bedrijf worden gemeten. De ESG score geeft een individuele score voor elk criterium van 1 tot 50. Belangrijk hierin is CSR (Corporate Social Responsibility). Dit gaat over hoe verantwoordelijk bedrijven producten maken of diensten aanbieden. Bedrijven die bijvoorbeeld veel geven om duurzaamheid of vervuiling, scoren hier hoog. In de onderstaande afbeelding is de nieuwe ESG-score **na** de pivot van New Venture Inc. te zien.

Deze nieuwe ESG score gaat dus om de consequenties van de pivot en gaat over de nieuwe strategie van New Venture Inc. Naast dat financiële prestaties verbeterd zijn, is te zien dat New Venture Inc. voldoet aan de eisen om een goede CSR score te ontvangen met hun nieuwe strategie. Dit betekent dus dat New Venture Inc. naast winstgevendheid ook aandacht heeft voor negatieve impact van het bedrijf (bijvoorbeeld sociale impact en verantwoordelijkheid, of impact op milieu) in hun nieuwe strategie.



- Environment
 - Hulpbronnen
 - Uitstoot
 - Innovatie
- Governance
 - Management
 - Aandeelhouders
 - CSR
 - Werknemers
- Social
 - Mensenrechten
 - Gemeenschap
 - Productverantwoordelijkheid

Geef bij de volgende stellingen aan in hoeverre je het eens of oneens bent (1= helemaal mee oneens, 7= helemaal mee eens).

New Venture Inc. toont veel inzet op het gebied van:

	Helemaal mee oneens	Mee oneens	Een beetje mee oneens	Neutraal	Een beetje mee eens	Mee eens	Helemaal mee eens
Economische waarde (acties met betrekking tot financiële gezondheid, winstgevendheid etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sociale waarde (sociale verantwoordelijkheid, bijvoorbeeld acties met betrekking tot inclusie en diversiteit, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
'Groene' waarde (duurzaamheid, bijvoorbeeld het verminderen van de impact op de natuur etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dependent variable questions.

Geef bij de volgende stellingen aan in hoeverre je het eens of oneens bent (1= helemaal mee oneens, 7= helemaal mee eens).

Nogmaals, beeld je zo goed mogelijk in dat je echt een consument bent van New Venture Inc. en houd de informatie van de brochure in gedachten bij het beantwoorden van onderstaande vragen.

	Helemaal mee oneens	Mee oneens	Een beetje mee oneens	Neutraal	Een beetje mee eens	Mee eens	Helemaal mee eens
1. Wanneer iemand New Venture Inc. bekritiseert, voelt dat als een persoonlijke aanval.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Ik ben erg geïnteresseerd in wat anderen vinden van New Venture Inc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Wanneer ik over New Venture Inc. praat, zeg ik normaalgesproken 'wij' in plaats van 'hen'.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. New Venture Inc's. successen zijn mijn successen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Wanneer iemand New Venture Inc. aanprijst, voelt dat als een persoonlijk compliment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Ik zou me schamen wanneer een verhaal in de media New Venture Inc. bekritiseert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General questions.

In het algemeen, heb je snel een connectie met een organisatie?

	Helemaal mee oneens	Mee oneens	Een beetje mee oneens	Neutraal	Een beetje mee eens	Mee eens	Helemaal mee eens
Connectie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In het algemeen, hoeveel geef je om de inzet van bedrijven op het gebied van:

	Erg weinig	Weinig	Een beetje weinig	Neutraal	Een beetje veel	Veel	Erg veel
Economische waarde (acties met betrekking tot financiële gezondheid, winstgevendheid etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sociale waarde (sociale verantwoordelijkheid, bijvoorbeeld acties met betrekking tot inclusie en diversiteit, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
'Groene' waarde (duurzaamheid, bijvoorbeeld het verminderen van de impact op de natuur etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Hoe goed heb je de vragen in de enquête begrepen?

	Erg slecht	Slecht	Een beetje slecht	Neutraal	Een beetje goed	Goed	Erg goed
Begrip	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wat is je leeftijd?

- ☐ <18 jaar
 - ☐ 18-25 jaar
 - ☐ 26-35 jaar
 - ☐ 36-45 jaar
 - ☐ 46-55 jaar
 - ☐ 56-65 jaar
 - ☐ >65 jaar
-

Wat is je geslacht?

- ☐ Man
 - ☐ Vrouw
 - ☐ Anders
-

Appendix C: The organizational identification scale (Mael & Ashfort, 1992).

The variables can be modified for use in other organizations.

Organizational Identification

(1= strongly disagree, 7= strongly agree)

1. When someone criticizes (my organization), it feels like a personal insult.
2. I am very interested in what others think about (my organization).
3. When I talk about (my organization), I usually say 'we' rather than 'they'.
4. (My organizations') successes are my successes.
5. When someone praises (my organization), it feels like a personal success.
6. If a story in the media is criticized (my organization), I would feel embarrassed.

Appendix D: Factor analysis

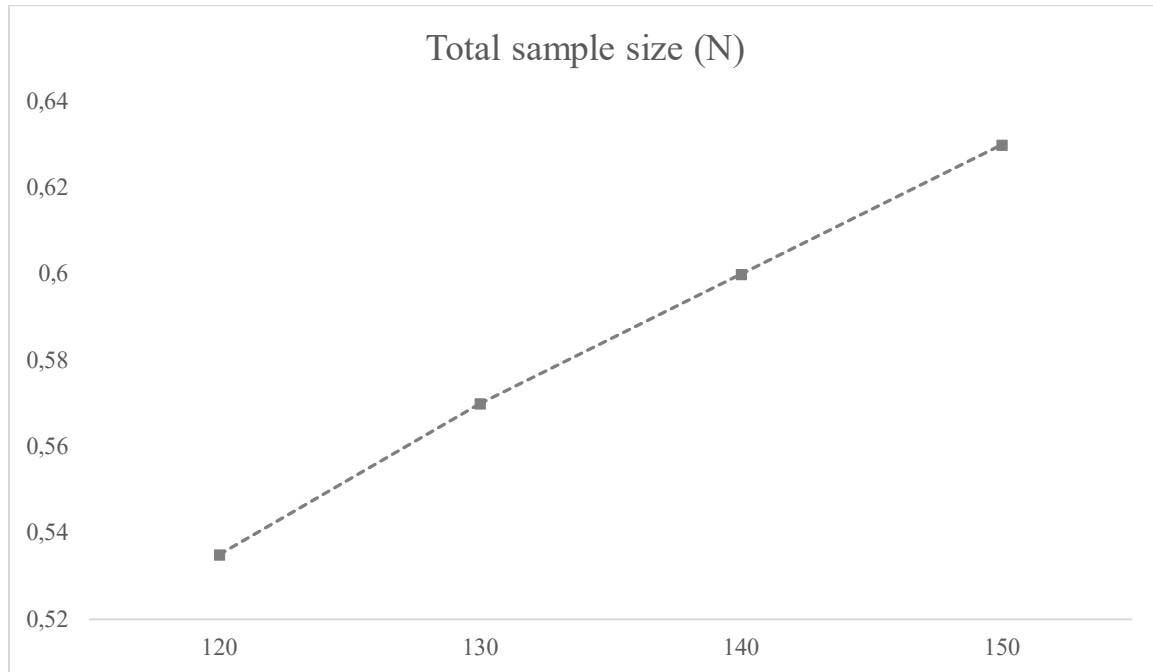
Method: Principal
factors
N=160
Parameters=15

Factor	Eigenvalue	Difference	Proportion	Cumulative
Factor 1	3.436	3.328	1.071	1.071
Factor 2	.108	.010	.034	1.105
Factor 3	.009	.085	.003	1.08
Factor 4	-.076	.032	-.024	1.084
Factor 5	-.109	.052	-.034	1.050
Factor 6	-.160	.	-.050	1.000

Mael and Ashfort (1992)	Factor 1	Factor 2	Factor 3	Uniqueness
Question 1	.722	-.163	-.043	.450
Question 2	.658	.089	.049	.557
Question 3	.741	.193	-.008	.413
Question 4	.821	.101	-.50	.314
Question 5	.808	-.064	.040	.342
Question 6	.778	-.148	.016	.372

Appendix E: Power analysis

The graph shows the power of the analysis with the parameters $\alpha = .05$, $\mu_1 = 3.6$, $\mu_2 = 4.1$, $\sigma = 1.2$ for increasing sample size.



Appendix F: One-way ANOVA

Dependent variable organizational identification.

	SS	DF	MS	N = 149	
				F	P-value
Between groups	14.299	3	4.766	3.36	.021**
Within groups	205.897	145	1.420		
Total	220.196	148	1.488		

Significance indicated with * or ** or *** at the 10%, 5% and 1% level, respectively.

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