The influence of organizational culture on the integration of CSR activities

Quantitative research within the Dutch oil and energy branch

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Preface

Dear reader,

This research "*The influence of organizational culture on the integration of CSR activities; quantitative research within the Dutch oil and energy branch*" represents the final chapter of my study at the Radboud University Nijmegen. The research was conducted in order to graduate from the master of Business Administration with the specialization Strategic Management.

Writing this thesis was an intensive process with ups and downs that could not have been completed without people around me. Therefore, I would like to show my gratitude to those who helped and supported me during my Master and especially during my Master Thesis.

First of all, I would like to thank my supervisor Dr. ir. Niels Faber for taking the time to provide the criticism and feedback needed to finalize this Master Thesis. His support, patience, and manner to make me think about different sustainability concepts are greatly appreciated. Besides my first supervisor, I would also like to thank my second examiner Prof. dr. Hans van Kranenburg for his support and his feedback on my thesis.

Next to my supervisor and second examiner, I would also express my gratitude to the organizations that participated in the research. Thanks to them I was able to conduct the research and gain more insight in sustainability in the oil and energy branch.

Finally, special thanks for the people around me, my family and friends, who supported me during the ups and the downs I went through, discussed the subject and shared their knowledge with me, and who always had faith in me no matter how often I did not know how to continue this research. You all inspired me to successfully finish this Master Thesis.

Yasmin Chaabane
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Abstract

The topic of Corporate Social Responsibility (CSR) has become of more importance for organizations. The growing interest in this topic is due to the increasing pressure of stakeholders for organizations to become more sustainable. In the field of CSR, the role of organizational culture was underrepresented in literature. Therefore, the aim of this study is to investigate the contribution of organizational culture in integrating CSR in organizations. Based on the resource-based view of firms, organizations with a "unique" organizational culture that contributes to the integration of CSR are different from their competitors and create a source of competitive advantage that can improve the organizational performance. This study investigates whether the organizational culture can contribute to the integration of CSR activities in order to differentiate from competitors, by looking at four variables of organizational culture that were proven to increase the organizational performance; mission, adaptability, consistency, and involvement.

Next to organizational culture, the role of transformational leadership has been researched as this type of leadership can contribute to the integration of CSR and organizational culture by provide meaning for employees, set long term goals, and raise the awareness among employees regarding the importance of valued outcomes such as CSR.

Based on a survey of 43 companies in the Dutch oil and energy branch, the current study found that organizational culture contributes to CSR integration positively. Of all cultural aspects, mission has the most influence on CSR integration. Furthermore, although a linear relationship was expected between transformational leadership and CSR integration, this study showed a non-linear relationship between these variables. On the base of these findings, it is argued that companies should recognize the importance of organizational culture when integrating CSR and they should take into account, next to the positive effects of transformational leadership, the negative effects of transformational leadership as well.

Keywords: Corporate Social Responsibility, Organizational culture, Transformational leadership, Oil and Energy industry

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1. Introduction

1.1. Introduction

The awareness of companies in terms the social and environmental impact of their activities is rising; companies increasingly perceive a larger responsibility for their negative impact on the environment and societies (Baumgartner 2009; Lozano, 2012). Additionally, the pressure from the nonmarket and the market environment of companies, for example employees, suppliers, and the government, to deal with social and environmental impacts in a responsible way is growing (Epstein & Buhovac, 2010; Linnenluecke & Griffiths, 2010). In order to respond to stakeholder pressure organizations try to become more sustainable. The United Nations World Commission on Environment and Development (WCED) (1987) described sustainable development as "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*" (p. 8). A way for a corporation to become sustainable is through Corporate Social Responsibility (CSR). CSR is the integration of *social*, *environmental,* and *economic* components into the culture, daily decision-making, strategy, and operations of the organization in a transparent and accountable way (Berger, Cunningham & Drumwright, 2007). Companies need to improve human and social welfare (social) and simultaneously reduce ecological impacts (environmental), while ensuring the effective achievement of organizational objectives (economic) (Sharma, in Linnenluecke & Griffiths, 2010; IISD, 1992). When organizations accomplish this they become *Corporate Sustainable* (Dyllick & Hockerts, 2002).

Stakeholders are closely related to CSR activities of organizations (Turker, 2009). Freeman (in Voinea & Van Kranenburg, 2017, p. 52) defined stakeholders as *'any identifiable group or individual who can affect the achievement of an organization's objectives or who is affected by the achievement of an organization's objectives'*. The last decades the pressure increased for organizations to behave more responsibly towards nonsocial stakeholders (Turker, 2009). Nonsocial stakeholders do not include human relationships and contain *the natural environment*, *nonhuman species*, *future generations* and *the parties that defend them* (Wheeler & Sillanpaa, 1998, p. 205). Due to the increased pressure to behave more responsibly towards nonsocial stakeholders, this study focuses on CSR activities that avoid environmental harm, protect and improve the natural environment, and guarantee the needs of future generations (Turker, 2009). Therefore, CSR includes activities such as the minimization of the impact on the natural environment, protection of the environment, investments that contribute to a better life for future generations, and promoting the well being of the society (Turker, 2009).

High levels of CSR activities in organizations can cause benefits for firms and their stakeholders (Wu et al., 2014). One of the main reasons for organizations to integrate CSR into their corporate strategies is to enhance their credibility in the eyes of the public (Hodinkova & Sadovsky, 2016).

Additionally, the integration of CSR within the organization can improve the market position, risk management, efficiency of the organization (Jenkins, 2006), and employee motivation and (Jenkins, 2006; Lee & Chen, 2018). Furthermore, the integration of CSR can increase the performance of organizations in profit terms, as it can boost sales to customers that are sensitive to the aspects of CSR (Russo & Fouts, 1997). Thus, due to stakeholder pressure, CSR is no longer considered optional and instead seen as a standalone ethical activity for organizations (Porter & Kramer, 2006). CSR became a strategic tool that organizations can use to build strong relations with their stakeholders, and increase their reputation and economic performance (McWilliams, Siegel & Wright, 2006; Russo & Fouts, 1997; Birkinshaw, Foss & Lindenberg, 2014).

However, the integration of sustainability in organizations is difficult (Witjes, Vermeulen & Cramer, 2017). Corporate sustainability strategies such as CSR are not always suitable for all companies, due to the variance in company circumstances; for example, variety in terms of industry, stakeholder demands, policies, and external environments (Salzmann, Ionescu-Somers, & Steger, 2005). Consequently, choosing and integrating a certain sustainability strategy can pose a challenge for organizations (Baumgartner, 2014). Previous research shows that a successful integration of sustainability activities depends on a large change in the existing management philosophy and organizational culture (Bond et al., 2012; Pfeffer, 2010). In order to increase sustainability, corporations should change their culture in a structured way and transform the organization towards a more sustainable one (Stead & Stead in Porter, Gallagher & Lawong, 2016; Post & Altman, 1994). Nevertheless, according to Linnenluecke & Griffiths (2010), organizational culture is often the primary reason why organizational change programs, such as the integration of CSR, fail. This failure occurs when the fundamental organizational culture remains the same and does not align with the new organizational changes and adaptations. Many organizations find it difficult to transform their existing organizational culture, as this requires a large change in their present philosophy and an evaluation of the actions that are required to alter the current organizational values, beliefs, and behavior (Epstein & Buhovac, 2010; Stead & Stead in Porter et al., 2016). In order for CSR integration to succeed, there should be a foundation of CSR strategies and activities in the organizational culture (Baumgartner, 2009). The reason for this is that organizational culture influences the success of organizations when they try to simultaneously manage the social and environmental performance and try to achieve the organizational objectives (Epstein & Buhovac, 2010). Organizational culture helps organizational members to understand the way in which the company functions by reflecting the organization's core values, behaviors and beliefs (Bendixen & Abratt, 2007). Furthermore, previous research shows that organizational culture can contribute to organizational performance in terms of job satisfaction, productivity, and employee turnover (Denison & Mishra, 1995; Boselie, 2014; Bakhsh Magsi et al., 2018; Uzkurt et al., 2013).

Based on the resource-based view, organizations can gain competitive advantage when their capabilities and resources are valuable, rare, inimitable, and non-substitutable (Markides & Williamson, 1996). When organizations own "unique" resources, this can provide the basis for competitive advantage (Grant, 1991). Therefore, when organizations create a unique organizational culture that contributes to the integration of CSR activities, this can be seen as a way to differentiate, as this is not common for organizations (Barney, 1991). Consequently, organizations can use this organizational culture as a source of competitive advantage that can improve the organizational performance (Suharti & Suliyanto, 2012; Bakhsh Magsi et al., 2018).

Scholarly attention has been paid to the concept of corporate sustainability and CSR in recent management and organizational studies (Linnenluecke & Griffiths, 2010; Vermeulen & Witjes, 2016). The same applies to the effect of organizational culture on organizational performance (Denison & Mishra, 1995; Ogbonna & Harris, 2000). However, there is a distinct gap in the research focusing on the relationship between organizational culture and the integration of CSR (Linneluecke & Grifftihs, 2010; Vermeulen & Witjes, 2016). It is important to address the gap, given that organizational culture can contribute to organizational performance (Denison & Mishra, 1995) and can be seen as a way to differentiate the organization (Barney, 1991; Bakhsh Magsi et al., 2018). Therefore, it is interesting to find out if there is an effect of organizational culture on CSR integration, as the integration of CSR is also a manner to increase the organizational performance and to meet stakeholder demands (Bakhsh Magsi et al., 2018; Russo & Fouts, 1997). Additionally, more empirical research is needed to gain more practical insight into the above-mentioned relationship (Baumgartner, 2014; Bakhsh Magsi et al., 2018). This is especially true for more research of the relationship in the oil and energy sector; as little is know about this concept within this sector.

1.2. Oil and energy sector

A sector that acknowledges the increasing focus and pressure of stakeholders on becoming more sustainable is the oil and energy sector (Ministerie van Economische Zaken, 2016). Due to the depletion of fossil fuels and climate change, the Dutch oil and energy branch is transitioning towards sustainable energy (Kemp, 2010; Proka, Hisschemöller & Loorbach, 2018). The use of fossil fuels has a negative impact on the environment (UNEP, 2011). Pressures from stakeholders in this branch on organizations to protect and improve the environment increase. For example, the Dutch government formulated a goal of using 100 percent sustainable energy by the year 2050 (Ministerie van Economische Zaken, 2016). In order to reach this goal, the government wants to increase renewable energy sources and decrease the use of fossil fuels (Ministerie van Economische Zaken, 2016). This forces oil and energy companies to change their strategies towards more sustainable strategies (Proka et al., 2018), such as the integration of CSR

(Sharma, in Linnenluecke & Griffiths, 2010). As the oil and energy branch has an important role in a sustainable environment (Ministerie van Economische Zaken, 2016), it is useful to gain insight in how internal social processes (organizational change) towards CSR activities can be improved.

1.3. Theoretical and practical relevance

This research will aid in the development of a more thorough understanding of the role of organizational culture in integrating CSR activities. The practical relevance of this research is to gain more insight into how oil and energy organizations in the Netherlands can integrate CSR in order to react to the increasing pressure of different stakeholders to become more sustainable. This research will thus answer the following question:

> *What is the effect of organizational culture on the integration of Corporate Social Responsibility activities in Dutch organizations within the oil and energy branch?*

By answering the question above, this research will give more theoretical insights into what the effect of organizational culture is on integrating CSR activities in organizations. The outcomes of the research will contribute to organizational and managerial sustainability theories by enhancing the understanding of how organizational culture influences the integration of sustainability. This in return contributes to a more sustainable environment in which the needs of the present can be met without compromising for the needs of future generations.

1.4. Structure

The second chapter will provide an outline of relevant theories and perspectives regarding CSR and its relationship with organizational culture. Furthermore, this chapter will expose a conceptual model based on these relevant theories and perspectives. The third chapter explains the methodological approach, including the research method, data analysis procedure, and research ethics. Chapter four reveals the findings of the research. The fifth chapter will describe the conclusions, a discussion, possible managerial and theoretical implications, and limitations of the research. Finally, the fifth chapter will end with suggestions for further research.

2. Literature review

This chapter provides a description of organizational culture and its relation with CSR integration based on previous research. First, the chapter will explain the concept organizational culture. This is followed by a description of the Organizational Culture model of Denison & Mishra (1995) and the relation of this model with CSR integration. As existing literature also describes transformational leadership as a significant factor for CSR integration, it is important to describe this concept and its relation with CSR and with organizational culture as well. This description will lead in the end of this chapter to the formulation of hypotheses based on existing literature. Finally, the chapter will end with a presentation of the conceptual model that derives from the hypotheses.

2.1. Organizational culture

Organizational culture consists of visible artifacts, shared values, and tacit assumptions (Schein, 2015). Visible artifacts are the visible, hearable, and sensible behaviors in organizations; symbols, rituals, the way members dress, and the language they use (Daft, Murphy & Willmott, 2014; Schein, 2015). Besides the visible part, organizational culture also contains deeper intangible underlying values, beliefs, and tacit assumptions (Daft et al., 2014). These are the espoused reasons for why things should be as they are in the organization and why group members perceive, think, and feel the way they do (Schein, 2015, p. 942). An often-cited definition of organizational culture is the definition of Schein (2010, p. 7): *"A pattern of basic assumptions, invented, discovered or developed by a given group, as it learns to cope with it problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems"*. Organizational culture is a set of structures, routines, rules, shared meanings, values, and norms that guide and constrain behavior (Schein, 2004).

Organizational culture plays an important role in the success of organizations (Boselie, 2014; Warrick, 2017). According to Daft et al. (2014) organizational culture is valued for performing two functions: to integrate organizational members so that they know how to relate to one another (internal integration) and to facilitate adaptation to the external environment (external adaptation). Through internal integration members of the organization develop a collective identity and learn how to work together effectively (Daft et al., 2014). Organizational culture determines what behavior is acceptable and how power and status are allocated. Additionally, it guides internal and external working relationships and determines the way people communicate with each other (Daft et al., 2014). Furthermore, a certain culture of an organization, with their visible and invisible aspects, differentiates an organization from other organizations (Suharti & Suliyanto, 2012). This provides employees with a feeling of belonging. People

who feel that they truly belong to an organization are more satisfied and committed (Bauman & Skitka, 2012; Suharti & Suliyanto, 2012).

The external adaptation function of organizational culture revolves around how organizations meet their goals and how they deal with their external environment (Daft et al., 2014). Organizational culture contributes to guiding daily activities in order for employees to meet their objectives and goals. Beyond this, it guides the organization to respond rapidly to changes in the environment of the organization (Daft et al., 2014). This means that organizational culture can influence a company's financial and operational performance and effectiveness (Warrick, 2017; Denison, Haaland & Goelzer, 2004; Daft et al., 2014).

2.2. Organizational culture model

Over time different models have been used to analyze organizational culture. Cameron & Quinn (2014) for example, developed the competing values model that classifies organizational cultures in four possible cultures. Schein (2010) distinguishes different layers of organizational culture and its effect on organizational outcomes and innovation. However, one of the most popular organizational culture models is the Organizational Culture model of Denison (Denison & Mishra, 1995; Denison et al., 2004). This model states that different aspects of culture (*Adaptability, Involvement, Mission,* and *Consistency*) are predictors for organizational effectiveness (Denison & Mishra, 1995). Organizational effectiveness consists of quality of products, employee satisfaction, and overall performance. The overall performance contains the return on assets, sales growth, and average organizational growth (Denison & Mishra, 1995). The model distinguishes itself from other models by embracing the paradoxes that arise when organizations try to achieve internal integration and external adaptation as described by Daft et al. (2014). For example, both quality *and* low cost, employees *and* shareholders are needed in order to become successful (Denison & Mishra, 1995; Denison et al., 2004). The model is often used because it can highlight strengths and weaknesses of an organization's culture, as well as it provide insight into the contribution of the culture on the effectiveness and performance of the organization (Denison et al., 2004; Denison & Mishra, 1995). An organization has a culture that contributes to effective organizational results and performances when it achieves a high level of internal integration and external adaptation, and when the organization is both flexible and consistent (Denison & Mishra, 1995; Denison et al., 2004). When the organization achieves high levels of all four aspects, it is better able to successfully implement organizational changes that contribute to organizational performance, such as CSR integration (Denison & Mishra, 1995; Fisher, 2000; Yilmaz & Ergun, 2008). Besides the uniqueness of the model in embracing different paradoxes that affect both the internal and external environment of the organization, this model is also used in this study because it combines organizational culture with organizational performance

(Denison & Mishra, 1995). The combination of organizational culture with performance fits in the resource-based view; organizations with high levels of all four cultural aspects (internal integration, external adaptation, flexibility and consistency) can differentiate themselves from their competitors and increase their performance (Bakhsh Magsi et al., 2018).

2.2.1. Different aspects of the organizational culture model

The first predictor of effectiveness in the Organizational culture model (Denison & Mishra, 1995) is *Adaptability*. This predictor consists of thee components: the degree of responding to the external environment, customer orientation, and willingness to take risks (Denison & Mishra, 1995). In effective organizations, adaptability is key; effective organizations are able to adapt to external changes. They are continuously changing to improve the organizations' collective abilities in order to provide value for their customers. Taking risks and learning from their mistakes characterize them, and they are capable and experienced enough to create the necessary change (Denison et al., 2004). When organizations have an adaptive culture, all employees are treated with care and respect. This causes employees to feel free to experiment and to take risks, which encourages learning. Learning organizations are more able to rapidly adapt to changes in the environment (Daft et al., 2014).

The second predictor in the model is *Involvement*, which contains of degree of empowerment, employee development, and team orientation (Denison & Mishra, 1995). In organizations where the involvement is high, all employees are committed to their work and to the organization as a whole and thus feel that they are involved in decision-making regarding issues that will affect their work (Denison et al., 2004). These organizations ensure that jobs are organized in such a way that they contribute to achieving the organizational objectives (Denison et al., 2004). When employees are highly involved in decision-making processes and when organizations make sure their employees have whatever they need to be satisfied and productive in their work, Denison & Mishra (1995) argue that employees feel more responsible and have a higher stronger sense of ownership (Denison & Mishra, 1995). Additionally, employee involvement leads to a more united vision and purpose, which result in more effective employees; employees are able to develop and implement methods to achieve organizational goals in a more effective way (Amah & Ahiauzu, 2013).

Effective organizations have a clear sense of purpose and direction from which (strategic) objectives and a clear vision arise, which guides the future direction of the organization (Denison et al., 2004). Additionally, within effective organizations changes occur in other aspects of the organizational culture when the mission of the organization changes. This all comes together in the *Mission* aspect of the model, which consists of the following three components: the degree of a long-term vision, clear goals, and clear strategies (Denison & Mishra, 1995). A clear mission works as an internal and external

communication tool and can contribute to the expression of future objectives (Bartkus, Glassman & Bruce McAfee, 2000). A clear mission and clear sense of purpose provide employees a clear direction and motivates them to do something extra. This will result in higher profits for the organization (Birkinshaw et al., 2014). However, higher profits are only the case when the mission and purpose of the organization fit with the beliefs of the employees (Birkinshaw et al., 2014).

The last predictor of the model describes the cultural effectiveness of organizations in terms of *Consistency*. The cultures of effective organizations are consistent, well coordinated, and integrated (Denison et al., 2004). Organizational culture and values should be consistent otherwise employees feel that the values they have to pursue could change overtime (Denison et al., 2004). Consequently, they are less motivated to achieve the objectives (Moss et al., 2017). However, when organizations can implement consistent values, employees will feel that their activities are related to their future, which creates a sense of meaning that will increase corporate performance (Moss et al., 2017). Consistency creates a common mindset and a high degree of conformity, which leads to stability and internal integration (Denison et al., 2004).

The four above described factors, adaptability, involvement, mission, and consistency, meet different paradoxical demands (stability versus flexibility and internal versus external focus) that organizations face (see figure 1). *Adaptability* represents the external focus and causes flexibility. *Involvement* represents the internal focus and supports flexibility. The *Mission* contributes to external focus and provides stability and

Figure 1. The model of organizational culture
Note: Adapted from "Toward a Theory of Organizational Culture and Effectiveness", by D.R. Denison & A.K. Mishra, 1995, *Organization Science 6*(2), p. 216.

finally, *Consistency* contributes to internal focus and stability (Fis...) organizations have cultures that cope with all the paradoxical dema... with the so-called *strong culture* concept of Tsui et al. (2006); they a... cultural aspects as a culture that performs well and is therefore a s... culture is the sum of scores on all aspects of the model (Yilmaz & Ergun, 2008). Therefore, a high score on all cultural aspects will result in a higher overall score on culture, which indicates a stronger organizational culture.
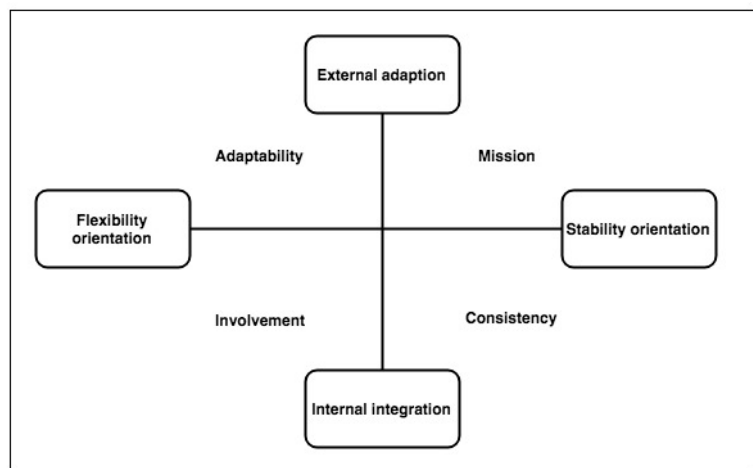
> Hoe kan een organisatie aan al deze elementen tegemoetkomen. De assen zijn paradoxaal; betekent dit dan niet per definitie dat de uitersten elkaar ook uitsluiten? En anders, leg uit waar de schijnbare tegenstelling zit.

2.3. Organizational culture and CSR

Organizational culture is an important factor in the CSR integration process and its result on performance (Bakhsh Magsi, et al., 2018; Engert & Baumgartner, 2016). An organizational culture that fits with the sustainability strategy is essential to integrate CSR (McWilliams et al., 2006). This can only be achieved when organizations revise their core assumptions and values (Linnenluecke & Griffiths, 2010; McWilliams et al., 2006). An organizational culture in which sustainability is a central aspect, can support and reinforce an understanding that environmental and social values are important to the organization and guides the behavior of organizational members towards sustainability (Bonn & Fisher, 2011).

The four variables of organizational culture in the Denison model (Denison & Mishra, 1995; Denison et al., 2004) might have an effect on CSR integration. First, *adaptability* can influence the CSR integration. This is because when a culture can easily change their values and beliefs into ones that are needed to adapt to changes in the external environment, organizations can embrace opportunities in the environment such as the integration of CSR (Porter et al., 2016). Second, *consistency* in values and culture can help the members of the organization to internalize the values and behavior needed for sustainability practices (Baksh, Magsi et al., 2018). When sustainability goals and values are consistent and do not change continuously, it increases the ability of organizations to achieve long-term sustainability goals (Baksh Magsi et al., 2018). Third, the *mission* of organizations affect CSR integration, because when the mission, vision, and goals of the organization are clear, employees know and understand what is expected and are guided in achieving the sustainability goals (Birkinshaw et al., 2014; Baksh Magsi et al., 2018). Finally, when employees are *involved* in decision-making about CSR, they have a stronger sense of ownership and the mission and purpose are clearer for them (Denison & Mishra, 1995; Amah & Ahiauzu, 2013). This makes it easier for employees to implement new (CSR) activities in order to reach the sustainable goals (Amah & Ahiauzu, 2013). Based on these argument it is expected that the different aspects of organizational culture that together form a *strong culture* (Tsui et al., 2006) do have a positive effect on CSR integration. Ergo, the first hypothesis is as follows:

Hypothesis 1: *A strong organizational culture positively influences CSR integration within organizations.*

2.4. Leadership and Corporate Social Responsibility

Previous research shows that besides the effect of organizational culture on the integration of CSR, leadership is also an important factor in the integration process (Epstein & Buhovac, 2010; Porter, et al., 2016). Leaders play a central role in the involvement of sustainability in organizations, as they have a key position in aligning the organization's strategy, structure, systems, people, and culture (Epstein & Buhovac, 2010). Through leadership, managers are able to influence employee behaviour (Naile &

Selesho, 2014). Leadership can be defined as: *'a leaders' ability to motivate followers towards collective goals or a collective mission or vision'* (Shamir et al., 1998, p. 390). Previous research demonstrated that a transformational leadership style works best when integrating sustainability within the organization (Waldman, Siegel & Javidan, 2006; Egri & Herman, 2000). Transformational leaders accomplish goals by raising the awareness among employees regarding the importance of valued outcomes (Bass, 1995). They do so by expanding the needs of their subordinates and by creating a belief in transcending self-interest on account of the organizational goals (Bass in Lowe, Kroeck & Sivasubramaniam, 1996). Transformational leaders create an inspiring vision, set long-term goals, provide meaning, and create an environment in which exploration and experimentation is encouraged (Jung, et al., 2003; Bass, 1995; Graves & Sarkis, 2018). This can support organizational changes, such as realizing sustainability integration (Daft et al., 2014; Egri & Herman, 2000). Especially, because creating commitment in the organization for CSR through sustainable values and inspiring organizational members plays an important role in achieving sustainability objectives within the organization (Egri & Herman, 2000).

The personal attitudes and values of managers are of central importance in the integration of CSR (Engert & Baumgartner, 2016). This is because managerial values strongly influence the strategic choices (e.g. CSR) of the organization as they form the perception and interpretation of information (Waldman et al., 2006). Additionally, through values leaders can generate commitment of organizational members to implement strategies such as CSR (Stead & Stead in Engert & Baumgartner, 2016). However, leaders will only integrate CSR initiatives when they believe in the added value of it (Mishra & Schmidt, 2018). Thus, conviction on behalf of the managers in CSR initiatives can influence the integration of those initiatives in the organization (Porter et al., 2016). When leaders show that they support CSR initiatives, it helps employees to recognize how they should reflect on the initiative (Hambrick & Lovelace, 2018). This creates a consistent story that employees believe and follow.

Based on the theoretical research reviewed above, the following hypotheses are proposed:

> **Hypothesis 2a:** *Transformational Leadership positively influences the integration of CSR in organizations.*

> **Hypothesis 2b:** *Leadership values towards CSR positively influence the integration of CSR in organizations.*

2.5. Transformational leadership and organizational culture

Besides the effect of *Transformational leadership* on *CSR integration*, there might be an effect of *Transformational leadership* on *Organizational culture*. Transformational leaders can influence the *adaptability* of their employees; they use change-oriented behaviors by encouraging change and innovation, and communicating a vision that inspires their employees in order to easily adapt to a

changing environment (Yukl, 2012). Be[...]can give wide sense to the changes and afford common ground towards their [...]ging environment (Jati et al., 2015). Additionally, transformational leaders ca[...]communication and understanding of the organizational *mission* and values, and [...]as this type of leadership style is based on those intangible objectives (Jati et al., 2015). This is important because when members of the organization do not understand the organizational vision, this can lead to a wasted effort and hinder success (Mishra & Smith, 2018). Furthermore, transformational leaders play a role in determining to what extent employees are involved in decision-making or in formulating the (CSR) vision and goals (Yukl, 2012). Transformational leaders are aware and take care of the needs and desires of their employees and threat them with dignity and respect (Jati et al., 2015; Ivey & Kline, 2010). Therefore, leaders might also influence the *involvement* part of organizational culture. Lastly, leaders might influence the *consistency* part of organizational culture by being consistent themselves in, for example rewarding, handling rules, and obtaining desired behavior (Kane-Urrabazo, 2006). Consistency ensures that employees consider themselves treated fairly and equally and that there are substantial reasons for changing things (Kane-Urrabazo, 2006). Based on this literature, the following hypothesis is proposed:

Hypothesis 3: *Transformational leadership positively influences a strong organizational culture.*
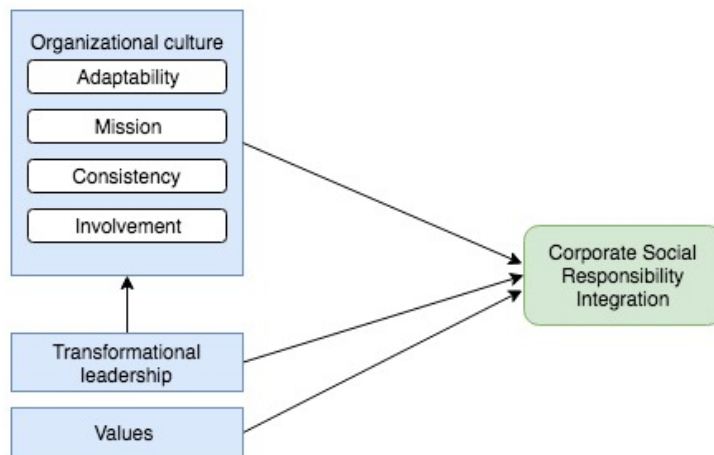
Overall, previous research shows that there are relations between *Organizational culture* and *CSR integration*, *Transformational leadership* and *CSR integration*, leadership *values* and *CSR integration,* and between *Transformational leadership* and *Organizational culture*. This is visualized in figure 2.

Figure 2: Conceptual model

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3. Methodology

In this chapter the used method for the research is explained. First, a description of the used method is given. This is followed by a description of the sample and the way construct were measured. Next, the analysis procedure is explained. This chapter ends by addressing the research ethics.

3.1. Method

In order to investigate the effect of different cultural aspects on the integration of CSR, a quantitative study was conducted. Quantitative studies have an explanatory research question with a purpose of *'providing reasons for phenomena in the form of causal relationships'* (Babbie, 2016, p. 19). With the use of a survey, original data can be collected to describe a population that is too large to observe directly (Babbie, 2016). A quantitative study helps to collect data in the same form from a sample and reflect that data to a larger population (Babbie, 2016). Therefore, a quantitative study is a suitable method as it can provide insight into the explanatory question of what the relationship is between organizational culture, transformational leadership, values, and the integration of CSR within organizations.

The oil and energy branch of the Netherlands was targeted. In this branch a transition towards sustainable energy is going on due to the depletion of fossil fuels and climate change (Kemp, 2010; Proka et al., 2018). The transition process in this branch asks for changes in for example the strategies of the organizations (Proka et al., 2018).

The Dutch oil and energy branch contains of 195 companies that provide or produce electricity, oil, (bio)gas, steam, cooled air (CBS Statline, 2019). This branch also contains companies that provide services to companies that provide or produce the mentioned forms of energy and oil (CBS Statline, 2019). This number excludes small companies with less than five employees, as they are hard to identify. Out of those 195 companies, 172 companies were asked to participate in the research. The data was collected through a questionnaire survey by targeting high-level managers of the different organizations, for example Chief Executive Officers, Chief Financial Officers or, HR Business partners. These members were selected, because it can reasonably be expected that they have holistic knowledge of the sustainability activities within their organization and that they are well informed about the strategies and culture of the firm. The questionnaire was built and sent to respondents with the use of Qualtrics. Qualtrics is an online research platform. An advantage of the use of this platform is that the lay out is clear and the platform is easy to use for respondents (Qualtrics, 2019). Before sending the survey to the sample, the questionnaire was tested by four academics with relevant expertise and by a manager who works in the relevant branch. The reason for this is to prevent lack of clarity in the questionnaire and therefore ensure the validity and reliability. The feedback of the academics and manager was incorporated before the questionnaire was sent to the sample. Furthermore, since the target group was Dutch, and the survey

consists of items that were used in previous English research, the items in the survey were translated in Dutch by the researcher. In order to keep a valid measurement instrument, an advanced independent English speaker translated the scales back from Dutch to English. The original English scales were compared with the translated English ones and inequities were improved.

After testing the questionnaire and translating it, it was sent to the sample in week 20 of 2019. Attached with the questionnaire was an introduction letter, which described the aim of the study and how the data was going to be used. Additionally, this letter contained information regarding the confidentiality of the responses. In order to increase the response rate, the companies received a reminder of participating in the research by email one week after the first invitation was sent. As this still did not provide the intended response rate, organizations were asked to participate via follow up calls in week 24 of 2019.

The method used for getting the sample was nonprobability sampling. This is a technique in which samples are selected without any probability theory (Babbie, 2016). As it was hard to find the required sample size, the nonprobability technique snowball sampling was used. Snowball sampling is applicable when respondents of a sample are hard to find or reach (Babbie, 2016). In this type of sampling the researcher collects data on the few members of the target population and asks those members to provide one or more possible respondent(s) until the required data has been gathered (Babbie, 2016). Besides this method, the network of the researcher was used. In order to increase the number of respondents, the researcher contacted intended participants with the use of LinkedIn and invited them to participate in the research.

3.2. Sample characteristics

The obtained sample size was 43 respondents. The sample should consist of the same characteristics as the population from which the sample was selected in order to be representative (Babbie, 2016). Three characteristics of the sample were measured in the questionnaire, namely; *company type*, *company size*, and *gender*. There was a different manner of distributing groups between the questionnaire and the population statistics (CBS Statline, 2019) of the variables *company size* and *company type*. CBS Statline (2019) took for example oil/energy producers and suppliers as one group instead of two separate groups as used in the questionnaire. The same accounts for *company size*; it is not known how many companies in the population have 51 – 250 employees, as CBS Statline (2019) only counts organizations in groups of 0 – 50 employees, 50 – 100 employees, or 100 and more employees. In order to compare the sample data with the population data, the original sample data was first transformed into the same groups as the population data before conducting a χ^2-test.

The population contains of 160 oil and energy producers or providers (including network operators) and 35 service providers (CBS Statline, 2019) (see Appendix III). The sample consists of 32 oil

or energy providers or producers (including network operators), 10 service providers, and 1 other company. With the use of a χ^2-test the representativeness of the sample was tested. The χ^2-test should be non-significant (p < .30) in order for the sample to be representative (Field, 2013). The alpha of .30 was chosen in order to prevent making a type I error (Field, 2013). The χ^2-test showed that the sample of *company types* was representative (χ^2 (2) = 1.73; p = .42) for the population as the bigger the sample, the more likely it reflects the population (Field, 2013). The second characteristic of the sample, *company size*, is not representative for the population (χ^2 (2) = 22.67; p = .00). No information is available about the last characteristic *gender* of key figures such as CEO's, CFO's, or HR Business partners in organizations within the population. Consequently, it was not possible to conduct a χ^2- test with this variable to see whether or not the distribution of gender within the sample is representative for the population.

The contained sample size influences the generalizability of the sample to the population and the statistical power of tests. This power refers to the probability that a test uncovers an effect while assuming that this effect exists in the population (Field, 2013). The desired power is .80 (Cohen, 1992), which indicates a 20 percent probability of making a false positive claim (Type I error) (Cohen, 1992; Field, 2013). However, in order to maintain a power of .80 the sample size should be at least 50 and preferably 100 (Hair et al., 2014). Since the sample contains of only 43 respondents, the statistical power of tests in this study is subject to discussion as the possibility of making a type II error (accepting the hypothesis that there is no effect in the population, while in fact there is an effect) increases (Field, 2013).

3.3. Measurement of constructs

This used questionnaire was based on the existent literature on organizational culture, leadership and CSR. The variables studied were measured by adopting existing scales that have been developed, used and validated in previous research. This establishes the validity and reliability of the constructs (Babbie, 2016). The questionnaire is added in Appendix I and contains four sections. The first section is about the four variables that measure the organizational culture aspects. These variables are adopted from the Denison Organizational Survey (Denison Consulting, 2019), which has been tested over 10 years (Denison & Mishra, 1995; Denison et al., 2004) and was also adapted in other research (Baksh Magsi, 2018; Nazir & Lone, 2008).

Transformational leadership was measured in the second part of the questionnaire. For this construct the nine-item scale of Waldman et al. (2001) was used. This scale has also been adapted in other research (Lin, Dang & Liu, 2016). Although the original scale of Waldman et al. (2001) measures multiple types of leadership, only the transformational leadership dimension was used, as this type suits best with sustainability integration according to prior literature.

The concept of leadership values towards CSR was measured with the Perceived Role of Ethics and Social Responsibility (PRESOR) scale of Singhapakdi et al. (1996). This scale consists of seven items and was used in previous research (Groves, 2013).

The dependent variable, the integration of CSR activities was measured with a ten-item scale. This scale has been originally developed by Turker (2009) and used in Wu et al. (2014). Although the scale of Turker (2009) includes four dimensions of CSR, only the dimension 'society' was used.

The last part of the questionnaire is about data of the respondents and their companies. This includes the variables *gender*, *company size*, and *company type*. Previous research showed that females are more concerned about ethical, social, and environmental issues (Lämsa et al., 2008). Therefore, there might be differences in the results due to gender. The second variable, *company size*, was measured by asking for the number of employees employed by the organization. According to Ali, Fynas & Mahmoot (2017) large companies (with more employees) attach greater value to social and environmental issues, because they are more visible to media, NGO's and other stakeholders that protect society and the environment. In order to lessen the pressures of those protectors, large companies are more eager to meet the demands of those stakeholders (Ali et al., 2017). Besides possible differences in score of *company size* on *CSR integration*, there might also be some differences between company size and the scores on *Organizational culture*. According to Quin & Cameron (1983), large firms are more capable of setting up a long-term vision, goals, and strategies as they have more resources to do so. Due to more resources large companies are more able to generate internal cultural changes in order to respond to external changes in the their environment (Zeng & Luo, 2013). Additionally, the score of different company sizes on *Transformational leadership* might differ, as transformational leadership becomes more important for generating management changes in larger organizations (Vaccaro et al., 2010), because this type of leadership can decrease the negative impact of the increasing rigidity and formalization when organizations grow (Vaccaro et al., 2010). Finally, there might be some differences between company types, as the branch consists of a heterogeneous group of companies. It might be that those different companies respond differently to the constructs.

All variables were measured with a five point Likert-scale as follows: 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, and 5 = strongly disagree. Thus, the lower the mean scores of respondents, the more they agree with the items in the construct, which indicates a higher presence of the construct in the organization. The variables *gender* and *organizational size*, and *company type* were measured with the use of single indicators instead of a Liker-scale. These indicators can be found in the questionnaire in Appendix I.

3.4. Data analysis

3.4.1. Data examination

In order to analyze the data, the received data was transferred from the software Qualtrics to SPSS. With the help of SPSS, the received data was analyzed further. Before analyzing the data, the data was examined in order to ensure that it meets all the requirements that are needed for the analyses and in order to attain a basic understanding of the data and relationships (Hair et al., 2014). First, the data was cleaned by checking for missing data and by solving missing data problems correctly. Respondents with missing data were deleted as all the respondents with missing data had filled in less than 50 percent of the questionnaire (Hair et al., 2014).

Second, the data was tested for outliers. Respondents with scores on variables greater than the upper quartile of a variable range plus 3 times the limits within which the middle 50% of observations fall (the interquartile range) is called an extreme outlier (Field, 2013). This means that the observations of these respondents are distinctly different from the other observations in the sample (Hair et al., 2014). Outliers can bias estimates of parameters and affect the sum of squared errors (Field, 2013). Extreme outliers can be identified with the use of a boxplot. One respondent caused extreme outliers and was removed from the data set.

After deleting outliers from the data, reliability analyses were used to check the reliability of the constructs and the validity of the items in different constructs. The reliability of the construct was tested with Cronbach's Alpha. This test indicates whether or not the items consistently reflect the construct that it is measuring (Field, 2013). According to Field (2013) a value of .70 to .80 is sufficient for a construct to be reliable. In order to increase the Cronbach's Alpha of the constructs, some items were deleted (See appendix XII). Based on the highest possible Cronbach's Alpha, the different constructs were computed by combining the items and the constructs could therefore be interpreted as interval scales (Joshi et al., 2015).

Due to a relatively low number of respondents compared with the tested items in the survey, no factor analysis was executed. According to Field (2013) the factor analysis depends on the sample size. A common rule of thumb is that at least 10 to 15 participants per variable are needed (Field, 2013; Hair et al., 2014). Since there are seven variables (*Mission*, *Adaptability*, *Consistency*, *Involvement*, *Values*, *Transformational leadership*, and *CSR integration*) at least 70 respondents were needed to conduct a reliable Factor Analysis. The sample only consists of 43 respondents and is therefore not sufficient. However, since the constructs are based on existing literature that was used in previous research and because the Cronbach's Alpha of all scales are above .70, it can be assumed that the items of the questionnaire consistently reflect the construct that they measure (Field, 2013).

A non-normal distribution can effect the estimation of parameters and errors, and can cause p-values to be not accurate (Field, 2013). This influences the interpretation of the models. In order to prevent this, all variables were tested on normality with the use of the Kolmogorov-Smirnov test and the Shapiro-Wilk test. These tests compare the scores in the sample with a normally distributed set of scores (Field, 2013). When the tests are non-significant (p >.05) the distribution of the sample does not significantly differ from a normal distribution (Field, 2013). Some variables turned out to be not normally distributed and were transformed in order to improve their normality.

3.4.2. Differences between groups

Since previous research found that there could be differences between groups on their scores on CSR, a t-test was conducted to find out whether or not there are differences between males and females and their scores on *CSR integration*. The same test was used to find potential possible differences between *gender* and scores on *Organizational culture* and *Transformational leadership*. A t-test looks for differences between the overall means of two groups, like males and females (Field, 2013). With the use of Levene's test the homogeneity of variance was interpreted as this explains whether variances differ per group (Field, 2013). If Levene's test is significant (p ≤ .05), the assumption of homogeneity is violated. When the test is non-significant (p > .05) the assumption of homogeneity is met; the variances are roughly equal (Field, 2013). The t-statistic value shows the difference in the means of two groups. When the corresponding p-value is lower than .05, there is a significant difference (Field, 2013).

Besides looking for differences between males and females, previous research also mentioned that there might be some differences between the size and type of companies and their scores on *CSR integration* (Ali et al., 2017). These possible differences were tested through conducting a variance analysis. Furthermore, variance analyses were conducted to find out whether or not there are difference between *company size* and *company type*, and their scores on *Organizational culture* and *Transformational leadership*. Whereas the t-test was used to compare differences between the mean scores for two groups (male and female), the Anova test was used to compare differences in the means of more than two groups. Also in this test Levene's tests shows whether or not the variances are equal and if the assumption of homogeneity is met (p > .05). If the Anova values are significant (p < .05) there are significant differences between groups (Field, 2013). The differences between *company sizes* and *CSR integration* were interpreted with use of the Hochberg Post Hoc analysis. This type of Post hoc test was conducted because the assumption of homogeneity was not met and the group sizes are unequal (Field, 2013). However, although this Post Hoc analysis can control for making a Type I error, Post Hoc tests do often not have much power as they use a strict criterion for significance (Field, 2013). Because of the

small sample size and a low power of the Post Hoc test it was not possible to make reliable statements regarding the outcomes of the test (Field, 2013).

3.4.3. Regression analyses

In order to answer the stated hypotheses in chapter 2, simple and multiple Ordinary Least Squared (OLS) Regression Analyses were conducted. Regression Analyses show the effect of the independent variable(s) (X) on the dependent variable (Y) (Field, 2013). The simplest rule of thumb for a Regression Analysis is that the bigger the sample size, the better (Field, 2013; Hair et al., 2014). Each predictor in the model should have 10 cases of data in order to be generalizable to the population (Field, 2013). Thus, with five predictors at least 50 cases are needed. However, since correlation coefficients can provide a good estimate of the overall fit of the regression model and give information about the relationship between variables (Field, 2013), first a Pearson correlation matrix was conducted to analyze whether or not there was a correlation between the different variables, before analyzing the Regression. The Pearson correlation was conducted, because Likert-scales were used to measure the variables. These scales can be interpreted as metric variables (Field, 2013). The correlation table showed that the variable *Values* only correlates with the variable *Adaptability*. Therefore, only two variables will be taken into account in the regression analyses, namely: *Organizational Culture* and *Transformational leadership*. This causes that at least 30 cases are needed for the regression analysis. The assumption can be met as the sample contains of 43 respondents.

3.4.4. Assumptions of Regression analysis

To conduct the Regression analysis, several assumptions had to be met (normality, linearity, homoscedasticy, multicollinearity). The assumption of normality of the error term is important in order to construct confidence intervals around parameters and make valid conclusions (Field, 2013). As mentioned before, with the use of the Kolmogorov-Smirnov test and the Shapiro-Wilk test more insight was gained in the deviation in the distribution of scores from a comparable normal distribution (Field, 2013). The results of these tests are showed in appendix IV. These results show that the variables are not normally distributed. Therefore, the variables were transformed. For the variables *Involvement*, *CSR integration*, and *Transformational leadership* a Log-transformation was used. The variables *Mission* and *Organizational culture* were transformed with the use of a Squared Root transformation. For *Adaptability* and *Consistency*, the original scales were used. The used transformations increased the normality of the variables. The central limit theorem describes that when samples are larger than 30 respondents, it can be assumed that the distribution is normal (Field, 2013). Still the transformed variables were used in the Regression models instead of the original variables; the variance explained in the regression model with non-transformed variables was compared with the explained variance in models in which transformed

variables were used. This comparison illustrated that the integration of transformed variables caused a better fit of the model.

The assumption of linearity was tested through including curvilinear components (squared and cubic versions of the variables) in the regression model (Osborne & Waters, n.d.). Linearity illustrates the degree to which a change in de dependent variable is related to the independent variable. This assumption is important for the interpretability of the model (Field, 2013). With the use of a scatterplot the assumption of linearity can be analyzed (Field, 2013). Besides this method, also including polynomials in the regression model can help with identifying possible non-linearity in the model (Hair et al., 2014). Polynomials are *"power transformations of an independent variable that add a nonlinear component for each additional power of the independent variable"* (Hair et al., 2014, p. 175). The power of 1 is the linear component, the power of 2 is a quadratic component of the variable, and a cubic component represents a possible second inflection point in the model (Hair et al., 2014). When an included polynomial is significant, there is a curvilinear relationship between the dependent and independent variable (Hair, 2014). Including the nonlinear relationships directly in the regression model through the use of polynomials, can correct linearity in the model (Hair et al., 2014). With the integration of squared and cubic components of a variable, more complex relations can be accommodated than a transformation of the variables can (Hair et al., 2014). The inclusion of polynomials in the regression models showed that the relationship between the variables *Transformational leadership* and *CSR integration* is non-linear. The other independent variables had a linear relationship with the dependent variable.

The assumption homoscedasticity is about equal variances. The variance for the outcome variable should not differ along differences in variance of the predictor variable (Field, 2013). Appendix XI shows both the linearity and homoscedasticity between the dependent and independent variables in the form of a scatterplot. The scatterplots show that none of the Regression models meet the assumption of homoscedasticity; there are systematic relationships between the errors in the models. In order to improve the homoscedasticity, the independent variables were transformed. However, this did not cause an improvement. Therefore, Weighted Least Squares (WLS) estimations were conducted. This WLS-procedure corrects for heteroscedasticity by weighting the observations on the independent variables by the inverse of their errors (Lewis-Beck, Bryman, & Liao, 2004). *"WLS regression allows the investigator to weight each case differently in the derivation of the sum of squared residuals. When the variance of errors is related to one or more of the predictors by a constant multiplier, weights can be chosen that produce parameter estimates that are more efficient"* (Hayes & Cai, 2007, p. 711). Better estimates can be achieved by using Weighted Least Squared regression (Field, 2013).

The last assumption is the assumption of multicollinearity. The independent variables should not be interrelated. If the variables are interrelated, there is multicollinearity. This can affect the efficiency of

the estimations (Field, 2013). With the use of tolerance and VIF values, the relations between the different independent variables can be analyzed. A tolerance level below 0.1 or a VIF level above 10 indicates problems with the interrelations between the independent variables (Field, 2013). The assumption of multicollinearity was met in all the conducted regression analyses.

3.5. Research ethics

During the research professional academic behavior is required to comply with research ethics. In order to comply with this ethics, some principles were applied. First, the obtained data has been presented in an honest way and were not manipulated. Besides that, the researcher controlled for plagiarism. Second, during the research the conduct of the researcher was ethically; participants were not forced to participate in the research and they could withdraw from the research at any time they wanted to. Third, the anonymity of the participants was guaranteed by not asking for the company name in the survey. Additionally, this also means that no company names are mentioned in the research. Furthermore, the obtained responses were handled in a confidential way. This was done by using the software Qualtrics to develop the (online) survey and to storage the responses. This software was locked with a password, therefore only the researcher had access to the responses. When the responses were analyzed with SPSS, the dataset was locked with a password as well. This means that no other people, besides the researcher, gained access to the data and the responses.

In order to meet the ethical principal of transparency, participants were informed by an additional email, and in the introduction of the survey. The email and introduction described that participating in the research was on a voluntary base, explained how the confidentiality and their anonymity is guaranteed, and described the aim of the survey. Furthermore, a description was given of how the outcomes of the research are going to be used; only for scientific research and purposes. Participants could leave their e-mail address in the survey if they wanted to receive a summary of the outcomes. Also these e-mail addresses were handled in a confidential way, by not disclosing them to others and only use them for the purpose of informing the interested respondents about the research outcomes. When participants had questions about the research or method, they could contact the researcher by email or phone.

The findings of this research should be handled with caution, as the sample size and statistical power is small. Therefore, the conclusions of this research cannot be generalized towards the population and might not be applicable for all organizations in the oil and energy branch.

4. Results

The previous chapter described how the data was collected and was analyzed. This chapter discusses the results from that data analysis. First, the reliability of the constructs is analyzed. This is followed by a description of the overall sample and the statistics per construct. Finally, the hypotheses are tested with the use of regression analyses.

4.1. Reliability

The constructs *Mission*, *Adaptability*, *Consistency*, *Involvement*, *Transformational leadership*, *Values*, and *CSR integration* were measured. As described in previous chapter, the constructs consist of scales that are based on literature and which have been used in previous research. The constructs are measured through different items. All constructs were evaluated on reliability with the use of the Cronbach's Alpha test (Appendix XII). The internal reliability tests based on Cronbach's Alpha showed that, after deleting some items (see table 1), the measures for the construct *Consistency* is above .70 ($\alpha = .75$). The other constructs all have an Alpha above .80 (see table 1 and 2). This implies a sufficient reliability of all constructs. The construct *Organizational Culture* was conceptualized as a bundle of *Mission*, *Consistency*, *Adaptability*, and *Involvement*, as according to Yilmaz & Ergun (2008) the overall score on culture can be interpreted as the sum of scores on all four cultural aspects of the model. The Cronbach's Alpha of this construct is .74.

Table 1:
Overview Cronbach's Alpha's and deleted items from the constructs

Construct	Cronbach's Alpha	N of items	Deleted items	Cronbach's Alpha if item deleted	Used construct:
Mission	.87	8	None	No improvement	Yes
Adaptability	.85	8	None	No improvement	Yes
Involvement	.82	8	None	No improvement	Yes
Leadership values	.81	5	None	No improvement	Yes
Consistency	.71	8	None	.73 when deleting item 6	No
Consistency*	.73	7	Item 6	.75 when deleting item 4	No
Consistency**	.75	6	Items 6 and 4	No improvement	Yes
Transformational leadership	.89	9	None	.92 deleting item 4	No
Transformational leadership*	.92	8	Item 4	No improvement	Yes
CSR integration	.81	7	None	.84 when deleting item 7	No
CSR integration*	.84	6	Item 7	.89 when deleting item 5	No
CSR integration **	.89	5	Items 7 and 5	No improvement	Yes

Note: * 1 item deleted from the construct, ** two items deleted from the construct

4.2. Descriptive statistics

There are 54 respondents that filled in the questionnaire. However, 10 of those respondents did not complete the questionnaire and had over 50 percent missing data. These respondents were removed from

the sample (Hair et al., 2014). One respondent turned out to be an extreme outlier and was also deleted from the sample.

The above described examinations of the data causes that there were 43 respondents remaining to further analyze the data with. Of the 43 respondents, 35 percent are female and 65 percent male. Most of the respondents work in a company that is oil or energy producer (33 percent) or supplier (33 percent). The smallest groups contain of respondents that work for oil or energy service providers (23 percent), and for network operators (9 percent). Only 2 percent of the respondents work for a research organization within the oil and energy branch (other). As mentioned in the previous chapter, the sample of *company types* is representative for the population (χ^2 (2) = 1.73; p = .42). However, the group *company size* in the sample is not representative for the population (χ^2 (2) = 22.67; p = .00). The organizations with an employee count between 51 – 250 employees are most represented with 30 percent of the respondents. This is followed by organizations with more than 500 employees (28 percent). The organizations with 0 – 50 employees are represented by 26 percent, and the group of organizations with 251 – 500 employees consists of 16 percent of the sample. In order to compare the sample data with the population data the groups were divided in the group less than 50 employees (26 percent) and more than 50 employees (74 percent). In the sample there is an overpopulation of 15.2 percent in the companies with more than 50 employees and an under population of 15.2 percent of companies with less than 50 companies compared with the population (see Appendix III).

Due to a lack of information regarding the gender distribution in the population, it is not clear if the distribution of this variable is representative for the population. An overview of the described frequencies per group can be found in table 2.

Table 2:
Group frequencies of the sample and population

	Gender		Company size		Company type	
Sample	Male	65%	0 – 50 employees	26%	Oil/energy producer / supplier incl. network operators	75%
	Female	35%	> 50 employees	74%	Oil/energy service provider	23%
	Total	**100%**	**Total:**	**100%**	Other:	2%
					Total:	**100%**
Population	Male	n.d.	0 – 50 employees	61%	Oil/energy producer / supplier incl. network operators	82%
	Female	n.d.	> 50 employees	39%	Oil/energy service provider	18%
	Total	n.d.	**Total**	**100%**	**Total**	**100%**

Source population frequencies: CBS Statline, 2019

Note: n.d. = no data

As table 3 shows, on average, the score of companies on *Mission* is strong to moderate (X = 2.20 out of 5.0). The same is true for the degree of *Involvement* within the organization (X = 2.31). The degree of *Adaptability* (X = 2.60) and consistency (X = 2.53) is moderate. The leaders within the organizations score lower on *Transformational leadership* (X = 2.30) than on their *values* towards CSR activities (X = 2.10). The organizations score strong to moderate on the integration of CSR activities (X = 2.20).

There is a positive and significant correlation between all variables, except for the variable *Values*. This variable only has a significant correlation with the variable *Adaptability* (r = .328, p < .05), and not with any other variable in the model. Therefore, this variable will not be taken into account in Ordinary Least Squares (OLS) Regression Analyses. Table 3 shows that the highest correlation is between *CSR integration* and *Mission* (r = .642, p < .05). It is likely that this variable will best predict the integration of CSR. There are high correlations between the subscales of culture (*Mission*, *Involvement*, *Adaptability*, and *Consistency*) and the construct *Organizational culture* as this construct is computed with the subscales.

Table 3:
Cronbach's Alpha's, means, standard deviations, and intercorrelations of variables

Variable:	Cronbach's Alpha	Mean	SD	Mission	Involve-ment	Adap-tabillity	Consis-tency	Culture Total	Transfor-mational	Values	CSR
Mission	.87	2.16	.58	1.00							
Involvement	.82	2.35	.61	.370	1.00						
Adaptability	.84	2.58	.64	.515	.679	1.00					
Consistency	.75	2.53	.59	.507	.711	.461	1.00				
Org. Culture	.74	2.40	.49	.721	.853	.840	.811	1.00			
Transformational	.92	2.29	.66	.577	.634	.446	.810	.752	1.00		
Values	.81	2.10	.64	n.s.	n.s	.328	n.s.	n.s.	n.s.	1.00	
CSR integration	.89	2.18	.84	.642	.389	.388	.429	.566	.499	n.s.	1.00

Note: N = 43. Means are based on the averages of the scale items and range from "1" to "5".
n.s. = not significant

4.3. Differences between groups

A paired samples t-test was conducted to compare a difference in scores on *CSR integration* and *Organizational culture* between males and females (see Appendix VII). There was no significant difference between males (M = .63, SD = .40) and females (M = .84, SD = .35), and their scores on the variable *CSR integration* (t (41) = -1.68, p > .05).

A One-way Anova test was conducted to compare the different company sizes with their scores on *CSR integration* (see Appendix V, and tables 4.1, 4.2, and 4.3). The results of the Anova test showed that

there are no significant effects between *Company size* and scores on *CSR integration* (F (3,39) = .51, p > .05) and on *Transformational leadership* (F (3,39) = 1.32, p > .05). However, table 4.1 and 4.2 show that there is a statistically significant variance in *Company size* and scores on *Organizational culture* (F (3,39) = 5.22, p = .004).

Table 4.1:
Descriptive statistics Company size

Company size	N	M	SD
0 – 50 employees	11	2.03	.30
51 – 250 employees	13	2.36	.47
251 – 500 employees	7	2.78	.44
> 500 employees	12	2.57	.47

Table 4.2:
Analysis of variance Company size in the scores on organizational culture

	SS	df	MS	F	p
Within groups	2.87	3	.96	5.22	.004
Between groups	7.15	39	.18		
Total	10.01	42			

Table 4.3:
Comparisons of organizational sizes and scores on organizational culture (Hochberg Post hoc)

(I) Employees	(J) Employees	Mean Difference (I-J)	SE	p
0 - 50 employees	51 – 250 employees	-.33	.17	.33
	251 – 500 employees	-.75*	.21	.01
	> 500 employees	-.54*	.18	.03
51 - 250 employees	0 – 50 employees	.33	.18	.33
	251 – 500 employees	-.41	.20	.24
	> 500 employees	-.21	.17	.78
251 – 500 employees	0 – 50 employees	.75*	.21	.01
	51 – 250 employees	.44	.20	.24
	> 500 employees	.21	.20	.89
> 500 employees	0 – 50 employees	.54*	.18	.03
	51 – 250 employees	.21	.17	.78
	251 – 500 employees	-.21	.20	.89

Note: *. The mean difference is significant at a 0.05 level.

As mentioned before, the lower the mean scores of respondents, the more they agree with the items in the construct, which indicates a higher presence of the construct in the organizations. Therefore, the Hochberg-test in table 4.3 reveals that the score on *Organizational culture* was statistically significantly higher for companies with 0 – 50 employees (M = 2.03, SD = .30) compared with companies with 251-500 employees (M = 2.78, SD = .44, p < .01), and companies with more than 500 employees (M

= 2.57, SD = .46, p < .05). There was no statistically significant difference between the 251-500 and more than 500 employees (p > .05). Besides that, there are also no statistically significant differences between the group of 51-250 employees (M = 2.36, SD = .47) and other groups (p >.05).

Another conducted One-way Anova test compared different types of organizations and their scores on *CSR integration* (F (4,38) = 1.006, p > 0.05), *Organizational Culture* (F (4,38) = 1.638, p > .05), and *Transformational leadership* (F (4,38) = 1.507, p > .05). These tests showed no significant differences. All test results with no significant differences are added in Appendix VI.

4.4. Hypotheses testing

As described in the previous chapter, an OLS Regression Analysis is used to analyze the effects between the different constructs. In order to conduct this OLS regression analysis, four assumptions need to be met, namely: normality of the error term distribution, linearity of the relationship between dependent and independent variables, constant variance of the error term (homoscedasticity), and independence of the error terms (no multicollinearity) (Hair et al., 2014). As the regression models did not meet the assumption of homoscedasticity, for all regression analyses the Weighted Least Squared method was used to address the unbiased estimates of the parameters in the model (heteroscedasticity) and achieve better estimates (Field, 2013). The outcomes of the tests to analyze the assumptions for OLS Regression and the Regression models without Weighted Least Squares can be found in Appendixes VIII, IX, and X).

4.4.1. Effect of transformational leadership and organizational culture on CSR

As table 5 on the next page shows, a regression analyses with the variables *Transformational leadership* and *Organizational culture* as independent variables and *CSR integration* as dependent variable is significant (F (3,39) = 13,39; p = .00). The variables *Transformational leadership* and *Organizational culture* explain 51 percent of the variance in *CSR integration* (R^2 = .51; p = .00). There is a significant effect of *Organizational culture* on *CSR integration* (b = .92; t = 2.08; p = .04). The relationship between *Transformational leadership* and *CSR integration* is non-linear; there is a significant effect of the quadratic value of *Transformational leadership* in the model (b = -1.13; t = -3.54; p = .001). The standardized effects show that the negative effect of *Transformational leadership* is slightly stronger (β = -.58) than the effect of *Organizational culture* (β = .52) on *CSR integration*.

4.4.2. Effect of the different aspects of culture on CSR

A further analysis on the variable culture was conducted to investigate what part of culture effects CSR most (see table 6 on the next page). The results of the Regression Analyses with the dependent variable *CSR integration* and the independent variables *Mission*, *Adaptability*, *Consistency*, and *Involvement*, are significant (F (4, 38) = 13.56; p = .00). The included cultural variables explain 59 percent of the variance

in *CSR integration* (R^2 = .59; p = .00). However, only *Mission* has a significant effect on *CSR activities* (b = 1.19; t = 5.01; p = .00). This effect is positive.

Table 5:
Results of regression analyses with dependent variable CSR integration

Dependent variable: CSR integration

Overall model	F	df	R^2	Adj. R^2	
	13.39*	3,39	.51*	.47*	
Independent variables	**b**	**β**	**t**	**Tolerance**	**VIF**
Organizational culture	.92	.52	2.08***	.20	4.92
Transformational leadership	.37	.46	1.59	.15	6.58
Transformational leadership^2	-1.13	-.58	-3.54**	.48	2.08

Note: *: p < .001, **: p < .01, ***: p < .05

Table 6:
Results of regression analysis between cultural aspects and the dependent variable CSR integration

Dependent variable: CSR integration

Overall model	F	df	R^2	Adj. R^2	
	13.56*	4,38	.59*	.56*	
Independent variables	**b**	**β**	**t**	**Tolerance**	**VIF**
Mission	1.19	.68	5.01*	.59	1.70
Adaptability	-.01	-.01	-.08	.38	2.64
Consistency	-.02	-.02	-.14	.51	2.45
Involvement	.45	.31	1.54	.28	3.63

Note: *: p < .001

4.4.3. Effect of transformational leadership on organizational culture

The third and last regression analysis showed the effect of the *Transformational leadership* on *Organizational culture* (see table 7 on the next page). There was a significant result (F $(1,41)$ = 56.36; p = 0.00). *Transformational leadership* explains 58 percent of the variance in *Organizational culture* (R^2 = .58; p = .00). This effect is significantly positive (b = .44; t = 7.5; p = .00).

In order to investigate the relationships between the different aspects of organizational culture (dependent) and *Transformational leadership* (independent), different significant regression analyses were conducted (see table 7). Results show that there are significantly positive relationships between *Transformational leadership* and *Involvement* (b = .45; t = 5.86; p = .00), *Adaptability* (b = .33; t = 3.27; p = .00), and *Consistency* (b = .58; t = 9.58; p = .00). However, the relationship between *Transformational leadership* and *Mission* is non-linear, as the included quadratic polynomial of *Transformational leadership* is significant (b = -.89; t = -2.51; p = .02), as well as the original predictor of *Transformational leadership* (b = .59; t = 4.56; p = .00).

Table 7:

The explained variance of (the different parts of) Organizational culture by Transformational leadership

Dependent variable: organizational culture

Overall model:	F	df	p	R^2	Adj. R^2
	56.36	1,41	.00***	.58	.57
Independent variable:	**b**	**β**	**p**	**t**	
Transformational leadership	.44	.76	.00***	21.01	

Dependent variable: Mission

Overall model:	F	df	p	R^2	Adj. R^2
	15.35	2,40	.00***	.43	.41
Independent variable:	**b**	**β**	**p**	**t**	
Transformational leadership	.59	.55	.00***	4.58	
Transformational leadership^2	-.89	-.30	.02**	-2.51	

Dependent variable: Adaptability

Overall model:	F	df	p	R^2	Adj. R^2
	10.72	1,41	.00**	.21	.19
Independent variable:	**b**	**β**	**p**	**t**	
Transformational leadership	.33	.46	.00**	3.27	

Dependent variable: Consistency

Overall model:	F	df	p	R^2	Adj. R^2
	91.76	1,41	.00***	.69	.68
Independent variable:	**b**	**β**	**p**	**t**	
Transformational leadership	.58	.83	.00***	9.58	

Dependent variable: Involvement

Overall model:	F	df	p	R^2	Adj. R^2
	34.35	1,41	.00***	.46	.44
Independent variable:	**b**	**β**	**p**	**t**	
Transformational leadership	.45	.68	.00***	5.86	

Note: *: $p < .001$, **: $p < .01$, ***: $p < .05$

5. Discussion and conclusion

This chapter addresses the hypotheses and answers the research question. Besides a description of the conclusions, this chapter discusses and compares the results with other relevant literature. Furthermore, managerial and theoretical implications are described. This is followed by a description of limitations and suggestions for future research.

5.1. Discussion and conclusion

Based on the resource based view (Grant, 1991; Markides & Williamson, 1996) and the Organizational culture model (Denison & Mishra, 1995; Denison et al., 2004), the present study investigated the contribution of organizational culture and transformational leadership to the integration of CSR activities, as companies can use the integration of CSR as a strategy to increase the organizational performance (Russo & Fouts, 1997). The study focused on companies in the oil and energy branch. The following research question was formulated: *"What is the effect of organizational culture on the integration of Corporate Social Responsibility in Dutch organizations within the oil and energy branch?"* In order to answer this research question four hypotheses were formulized and tested with the use of collecting data trough a questionnaire among 43 companies in the Dutch oil and energy branches.

5.1.1. Relationship between Organizational culture and CSR

Hypothesis 1 proposed that a strong *Organizational culture* positively influences *CSR integration*. The results show that *Organizational culture* indeed has a significantly positive effect on *CSR integration*. Therefore, this hypothesis can be confirmed. The positive relationship implies that a set of: sense of purpose and direction (mission), stable shared values and efficient systems and processes (consistency), understanding of customer needs and a learning environment (adaptability), and employee engagement and commitment (involvement), can guide employee behavior towards the integration of CSR. Nonetheless, there are differences between *Company size* and the scores on *Organizational culture*. It was expected that large organizations should score higher on organizational culture aspects, as they are better able to formulate a mission and long-term goals, possess more resources, and efficiently generate internal cultural changes in order to respond to the external environment (Quin & Cameron, 1983; Zeng & Luo, 2013). However, small companies (0 – 50 employees) score significantly higher on *Organizational culture* than companies with more employees (with 251 – 500 or more than 500 employees). This can be explained by the theory of Schein (1993), who prescribes that large companies often deal with subcultures that are different from their dominant culture. A strong organizational culture that contributes to performance can only exist when there is an overarching culture, as the presence of subcultures can hinder the organizational integration and coordination (Schein, 1993). The presence of subcultures within large

organizations can cause that employees do not understand the organizational values and that organizational goals seem to change as they are communicated through the organization (Schein, 1993). This might cause a lower score on *Organizational culture* for large organizations compared with small organizations with less or no present subcultures, because these subcultures might conflict with the dominant organizational culture (Li & Jones, 2010; Schein, 1993). However, due to low power and a small sample size, the differences between small and large companies should be nuanced.

Of the four measured aspects of *Organizational culture* (*Mission*, *Adaptability*, *Consistency*, and *Involvement*), *Mission* has the strongest effect on *CSR integration*. Thus, having a vision and mission that gives employees direction, a long-term strategy, and clear goals towards sustainability, is an important part of the integration of CSR. This result corresponds with the outcomes of the research of Nazir & Lone (2008) who found that *Mission* was the cultural aspect with the most influence on performance. The strongest effect of *Mission* can be explained by the theory of Jarnagin & Slocum (2007). According to them, the components that form the construct *Mission,* guide employee behavior towards desired organizational outcomes as it aligns employees with the goals of the company. *Mission* is, therefore, a very important cultural factor for organizational performance and effectiveness (Jarnagin & Slocum, 2007). Because of its effect on performance and effectiveness, *Mission* can be seen as a cultural aspect that contributes to a differentiation strategy towards CSR integration most.

Whereas other research finds that besides *Mission* there is also a positive significant relation between the variables *Adaptability*, *Consistency*, and *Involvement* on organizational performance (Denison & Mishra, 1995; Nazir & Lone, 2008) and on *CSR integration* (Bakhsh Magsi et al., 2018), this study shows no significant relation between these cultural aspects and *CSR integration*. However, this absence does not suggest that organizations should only focus on *Mission*; the results of this study show a significant relation between organizational culture as a whole (firm's sum scores of all four cultural aspects) and *CSR integration*. This provides evidence that organizations that want to differentiate themselves through their organizational culture when integrating CSR, should focus on all four cultural aspects instead of only focusing on one or two cultural aspects. This matches with the findings of Yilmaz & Ergun (2008). They found that the mission aspect of organizational culture mainly determines the financial performance of organizations, while the other three aspects are more important for the performance on the long term. Involvement increases the employee satisfaction whereas adaptability and consistency contribute to innovativeness (Yilmaz & Ergun, 2008). Too much focus on *Mission* could increase the rigidity within organizations and an organizational-wide narrow mindedness (Yilmaz & Ergun, 2008). Consequently, the organization might miss some opportunities in its environment. Thus, a focus on all four cultural aspects is needed in order to create a culture that fully contributes to the integration of CSR.

5.1.2. Relationship between transformational leadership and CSR

According to previous research, next to organizational culture, also transformational leadership plays an important role in the integration of CSR activities (Waldman et al., 2006; Egri & Herman, 2000). Therefore hypothesis 2a states that *Transformational leadership* has a positive effect on *CSR integration*. The results show a non-linear relationship between these variables. Based on this results it can be concluded that hypothesis 2a can be partly accepted: there is not only a positive effect of *Transformational leadership* on *CSR integration*, but this type of leadership can affect *CSR integration* also in a negative way. Previous research mostly focuses on the added value of transformational leadership (Waldman et al., 2006; Khan et al., 2018). However, the results in this study show evidence that this type of leadership can also create negative effects. Relatively little is known about these negative aspects (Anderson, 2017). Although limited research can be found regarding the negative effect of *Transformational leadership* on *CSR integration*, previous researched showed that transformational leadership could affect organizational performance negatively through a curvilinear effect of transformational leadership on employee performance (Chen et al., 2018). In order to achieve a shared organizational vision, transformational leaders use inspirational motivation to reshape the values, behavior, and attitudes of subordinates (Conger, Kanungo & Menon, 2000). When transformational leaders do this reshaping, a conflict between the interests of employees and the efforts they should make for the benefit of the organization could arise; achieving organizational goals could damage the interests of employees (Chen et al., 2018). When the interests of employees are not sufficiently satisfied, the performance of employees will decrease, which has a negative effect on the organizational performance (Chen et al., 2018). Next to a possible conflict between organizational interests and employee interests, too much transformational leadership can create a work environment in which employees receive too much responsibility. Too much responsibility for employees in performing their jobs causes more pressure on task allocations and higher performance standards (Chen et al., 2018). Results of this increasing pressure could be role ambiguity, role overload, and higher work stress (Spector, Dwyer & Jex, 1988). This has a negative effect on the performance of employees.

Thus, the non-linear relationship between *Transformational leadership* on *CSR integration* might occur due to too much of this type of leadership, which might increase the responsibilities of employees to integrate CSR activities in such a way that the pressure to do so increases as well. Consequently, the performance of employees in integrating CSR decreases. Besides that, the goal of integrating CSR should not damage the interests of employees otherwise they will be dissatisfied about the goal of CSR integration. This might cause the CSR integration to decrease as well.

5.1.3. Relationship between leadership values and CSR

Hypothesis 2b is rejected. This hypothesis stated that leadership values have a positive effect on the integration of CSR activities, as these *Values* play an important role in inspiring organizational members in achieving sustainability objectives and create a consistent story that employees believe and follow (Egri & Herman, 2000; Hambrick & Lovelace, 2018). However, results show that this does not apply to companies in the oil and energy branch, as there is no significant correlation between *Values* and *CSR integration*. A possible reason for this might be that organizations in the oil and energy branch often use 'dual strategies': they introduce products or services that contribute to sustainability, and at the same time maintain their unsustainable 'cash cow' (Csutora, 2011). Most oil and energy companies sell a sustainable form of energy, but give not up profits from unsustainable energy forms (Csutora, 2011). This indicates that the profit of these companies is of more value to them than the negative social and environmental effects of their products, which might result in a low mean score on values towards CSR. However, due to the stakeholder pressures companies might feel forced to integrate CSR in order to exist in the long term (Jenkins, 2006) and thus are encouraged to integrate activities that contribute to CSR. The integration of CSR might be more of a strategic move for organizations in the oil and energy branch instead of a value driven move. Furthermore, it is possible that leaders in organizations have high values towards CSR, but do not have the resources to integrate it into their organization. These possibilities illustrate that values of leaders towards CSR do not always correlate with the integration of CSR activities in the organization.

5.1.4. Relationship between Transformational leadership and Organizational culture

Based on previous research hypothesis 3 proposed a positive effect of *Transformational leadership* on *Organizational culture*. The results indeed show a positive effect and therefore this hypothesis can be accepted. This outcome can be explained by the theories of Mishra & Smith (2018) and Jati et al. (2015) who also found that transformational leadership has a positive effect on organizational culture. The reason for this positive effect is that transformational leaders provide meaning, and contribute to the understanding of the mission and vision of the organization (Mishra & Smith, 2018; Jati et al., 2015).

Results of a deeper investigation into the effect of *Transformational leadership* on the different aspects of organizational culture showed that *Transformational leadership* has a significantly positive relationship with *Involvement*, *Adaptability*, and *Consistency*. However, the cultural aspect *Mission* has a non-linear relationship with *Transformational leadership*. As literature is limited about this non-linear relationship, an assumption is made that this relationship occurs due to the same reasons the non-linear relationship between transformational leadership and CSR integration occurs; too much transformational leadership can cause pressure on employees, and the mission should be consistent with the interests of employees on the long term. Nonetheless, more research is needed regarding this non-linear relationship.

5.2. Overall conclusion

   Overall, it can be concluded that in line with previous research, there is a positive effect of *Organizational culture* on the integration of CSR in the Dutch oil and energy branch. Besides that, also the effect of *Transformational leadership* on *Organizational culture* is significantly positive. Although previous research described a positive linear relationship between *Transformational leadership* and the integration of CSR in organizations (Waldman et al., 2006; Egri & Herman, 2000), the outcome of this research illustrates a non-linear relationship. All together, the research question *"What is the effect of organizational culture on the integration of Corporate Social Responsibility in Dutch organizations within the oil and energy branch?"* can be answered as follows; in order for companies in the oil and energy branch to integrate CSR activities to increase their organizational performance and meet stakeholder demands, organizations should create a culture in which all contradictory aspects of *Organizational culture* (*Mission* versus *Involvement*, and *Consistency* versus *Adaptability*) are present. When all four cultural aspects are present, the organizational culture can be seen as a strong culture (Tsui et al., 2006). Organizations can use this strong culture to differentiate themselves from their competitors, as this culture will contribute positively the integration of CSR and increase their performance.

   Furthermore, it is important that organizations in the oil and energy branch formulate a long-term vision and strategy, a clear mission, and objectives that involve CSR and give purpose and direction to employees. The reason for this is that the construct *Mission*, which consists of these aspects, contributes most to the integration of CSR activities compared with the other aspects of organizational culture.

   Besides that, transformational leadership turned out to be important as well for the integration of CSR, because *Transformational leadership* can contribute positively to *Organizational culture* and to *CSR integration*. Therefore, it is important that the organization includes leaders that use this type of leadership style. With the use of these leaders organizations in the oil and energy branch can change the organizational culture towards a strong one in order to differentiate themselves when integrating CSR. However, organizations should also be aware of the downsides of too much transformational leadership, as this might affect the organizational performance and CSR integration negatively (Chen et al., 2018).

5.3. Theoretical and managerial implications

This study contributes to the present CSR literature as relatively little is known about the social organizational aspects of CSR integration in comparison to the practical organizational aspects of integrating CSR (Vermeulen & Witjes, 2016). This study contributes to the field by providing insights in the social aspects of CSR through focusing on organizational culture. Besides that, the study adds to the limited stream of research regarding the relationship between organizational culture and CSR by investigating this relationship within the Dutch oil and energy branch. Limited literature about this branch

is present, while the aspect of CSR is important in this branch as it has negative impact on the environment and society (Kemp, 2010; Proka et al., 2018).

Furthermore, by using organizational culture as a differentiation strategy the findings of the study contribute to the increasing literature about strategy and CSR (Porter & Kramer, 2006; Upadhaya et al., 2018). Based on the resource based view (Grant, 1991), the study has proven that organizational culture can be a unique advantage for organizations intending to integrate CSR, as the study showed that culture has a positive effect on CSR integration. Therefore, the study makes an empirical addition to the already existing literature on the relationship between organizational culture and performance (Denison & Mishra, 1995; Nazir & Lone, 2008) and confirms that this relationship also exists between organizational culture and the integration of CSR, as CSR integration can also be used as a manner to increase organizational performance (Russo & Fouts, 1997).

Additionally, the study adds to the literature an increased understanding regarding the possibility of a non-linear relationship between *Transformational leadership* and *CSR integration*. Most theoretical research solely covers the positive aspects of *Transformational leadership* on CSR (Anderson 2017, Waldman et al., 2006). However, this study showed, that beyond the positive effects of leadership in CSR, there are also potential negative effects of too much of this type of leadership.

An implication of this study for practitioners is that when organizations in the oil and energy branch want to integrate CSR due to stakeholder pressure and in order to increase their performance, they should pay attention to their organizational culture. Besides the attention of organization towards all four aspects of organizational change, special attention should be given to the mission part of culture, as this gives direction and purpose towards employees (Birkinshaw et al., 2014; Baksh Magsi et al., 2018; Denison, Nieminen & Kotrba, 2014). The findings of this research can guide managerial efforts to develop a unique organizational culture that fosters performance through CSR integration. A suggestion could be to take into account the abstractness of organizational culture (Schein, 2015). Due to this abstractness the results of changes in the organizational culture are not visible immediately. Furthermore, changing an organizational culture is a slow process that often takes many years (Schein, 2015). Therefore, it might take a while before organizations created the culture that is necessary for successful CSR integration.

Additionally, the research shows that although transformational leadership is important for both, CSR integration and a strong organizational culture, managers should be aware of the negative sides of too much transformational leadership as well.

5.4. Limitations and future research

The research was subject to several limitations. The first limitation is the small sample size. Intended respondents were not easy to reach. Often, companies use a no-name policy. This resulted in the

questionnaire being sent to the companies' general e-mail addresses. It is possible that other employees (not the CEO, CFO, HR Business partners or other high-level managers) filled in the questionnaire. This might have caused a distortion of the results, as those employees might not know enough about the companies' strategies and CSR activities. Integrating a control variable that asked for the function of the respondent could have prevented this distortion.

Based on the low number of respondents it is possible that the subject CSR is a bit of a taboo in the oil and energy branch, as most of the companies in this branch use dual strategies and offer both, sustainable and unsustainable products or services (Csutora, 2013). This taboo could be the reason why many companies in the branch did not participate in the research. A limitation that arises from this aspect is the possibility of the respondent giving socially desired answers. This might have influenced the results. Although the respondents were told that participating in the research was anonymous and the results were handled confidentially, it might be the case some respondents answered the survey questions in a socially desired way. Future research could investigate whether organizations in this branch really act in a social responsible manner, or if they just pretend that they do so in order to meet stakeholder pressures. Plec & Pettenger (2012) found evidence for "greenwashing" by oil companies in the United States; these companies pretended that environmentally harmful actions (providing new forms of "green" fossil energies) are environmental friendly in order to manipulate the consumer and increase their profits. This might also occur for companies in the Dutch oil and energy branch.

The small sample size compared with the number of measured items caused a low level of statistical power (Hair et al., 2014). Therefore, the probability that the tests found an effect assuming that there is one in the population (Field, 2013) is low. It might be that there are some effects in the sample that the tests did not found as significant, but that are significant in the population (type II error). This means that it is possible that some formulized conclusions in this research are not true for the entire population. The power could have been increased by choosing an alpha of .10 instead of .05 (Hair et al., 2014). However, this would increase the possibility of making a type I error (Hair et al., 2014; Field, 2013): accepting that there is an effect in the population, while actually there is no effect in the population. This would also result in making false conclusions that are not generalizable to the population. As the results of this study are not generalizable, conclusion cannot solely be made based on this study.

Next to the small size of the sample, the sample was also not representative for the population, as in the sample large companies were over represented, and small companies were under represented. This might have been caused due to the large amount of small companies (with less than 10 employees) in the population that are hard to indicate as they are not well-known. Therefore, it was difficult to invite those small companies to participate in the research. Due to the lack of representativeness of the sample in the population, the results of the study cannot be generalized to the population; the external validity is low.

Thus, due to the small sample size, low statistical power, and no representativeness of the sample, no conclusion can be made based only on this study. To make statements about the findings in the oil and energy branch, it is recommended to repeat this study in a larger sample that fits better with the population. In order to reach the key figures within organizations and increase the response rate and the reliability and validity of the research, it might have been more ideal to investigate the relationship between organizational culture and CSR integration with the use of interviews instead of a questionnaire. Especially, since the concept of CSR might be a sensitive subject in this branch.

Another limitation of this study is that this study focuses on only four aspects of organizational culture that were proven to have a positive relationship with organizational performance. It might be, that there are some other organizational culture aspects that also affect CSR integration. For example, Li & Jones (2010) found that subcultures within organizations have an effect on the overall organizational culture and performance as these subcultures might conflict or enhance the dominant culture (Li & Jones, 2010). Therefore, these subcultures might effect CSR integration and its effect on performance in the oil and energy branch as well. Thus, future research is needed to find out if there are other aspects of organizational culture that explain the variance in CSR integration besides the measured aspects in this study. The same is true for the type of leadership style that was used in this research. Although previous research found that this is the best type of leadership style to integrate CSR in organizations, there might be other leadership styles even better suited to do so. For example, Paricha, Sing & Verma (2017) & Ullah et al. (2017) found that ethical leadership, leaders that enhance ethical awareness in organizations (Ullah et al., 2017), can contribute to CSR integration in organizations as well. It is possible that this type of leadership has a higher effect on the integration of CSR than transformational leadership. Therefore, future research might dive into other leadership styles that might effect the integration of CSR in the oil and energy branch. Besides that, also more research is needed regarding the negative aspects of transformational leadership, as literature is limited about these aspects, especially in relation with CSR. This study showed a non-linear relationship between *Transformational leadership* and *CSR integration* and between *Transformational leadership* and *Mission*. Although these results might occur due to the low sample size and statistical power, it is interesting to be aware of the possibility of a non-linear relationship of *Transformational leadership* and find out when and why these relationships occurs. Analyzing this relationship in future research might give essential insights in the contribution of transformational leadership on the integration of CSR and in its effect on the organizational culture aspect *Mission*.

Thus, although already much is known regarding the concept CSR, still more research is needed. More practical and theoretical insights in CSR can contribute to more sustainable companies that improve human and social welfare, reduce ecological impacts, and at the same time ensure their organizational performance, profits, and objectives.

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Appendixes

Appendix I – Invitation and Questionnaire

Invitation

Beste 49haaban in de olie en energiebranch,

De olie en energiebranche zijn volop in beweging. De druk van verschillende stakeholders op bedrijven om te verduurzamen neemt toe. De transitie naar meer duurzame varianten van energie vraagt om verandering in de strategie van olie en energiebedrijven. Hierin spelen ook interne sociale processen een belangrijke rol.

Wilt u weten hoe uw medewerkers kunnen bijdragen aan het bereiken van sustainability in uw organisatie en wilt u mij helpen afstuderen?

In het kader van de master Strategic Management aan de Radboud Universiteit te Nijmegen, doe ik onderzoek naar hoe bedrijfscultuur de duurzaamheidsactiviteiten in organisaties in de olie- en energiebranche beïnvloedt. Hierbij heb ik uw hulp nodig!

Graag nodig ik u uit om deel te nemen aan mijn onderzoek door middel van het invullen van een enquête. Het invullen zal **maximaal 10 minuten** van uw tijd in beslag nemen en kan tot en met **30 mei 2019**. De vragen hebben betrekking op de missie/visie, de cultuur, leiderschap en sustainability activiteiten in de organisatie. Gezien de inhoud van de vragen kan de enquête het best worden ingevuld door een (hoger) management lid (CFO, CEO, HR Business Partner) of een ander sleutelfiguur in de organisatie.

Via deze link komt u bij de enquête:
http://fmru.az1.qualtrics.com/jfe/form/SV_1YrpmNmysHUzmmh

Indien u interesse heeft in het ontvangen van de resultaten van het onderzoek, kunt u uw e-mailadres achterlaten in de enquête. Anonimiteit en vertrouwelijkheid van uw gegevens en de verkregen data is gegarandeerd. Daarnaast zullen de resultaten enkel voor de doelstellingen van wetenschappelijk onderzoek worden gebruikt. Na afloop van het onderzoek zal de verkregen data worden verwijderd.

Heeft u vragen of opmerkingen over dit onderzoek? Dan kunt u contact met mij opnemen via 06-******** of per e-mail via y.chaabane@student.ru.nl

Alvast hartelijk dank voor uw deelname!

Met vriendelijke groet,

Yasmin Chaabane
Masterstudent Strategic Management
Radboud Universiteit Nijmegen

Questionnaire

Introduction:

Beste deelnemer,

Allereerst hartelijk dank voor uw deelname aan dit onderzoek!

De olie- en energiebranche zijn volop in beweging. De transitie naar meer duurzame varianten van energie vraagt om verandering in de strategie van olie- en energiebedrijven. Hierin spelen ook interne sociale processen een belangrijke rol. Met behulp van het invullen van deze enquête draagt u bij aan meer inzicht in hoe een bedrijfscultuur de integratie van duurzaamheidsactiviteiten beïnvloedt.

Het onderzoek bestaat uit 9 pagina's met maximaal 9 stellingen. Boven aan de pagina laat een progressiebalk in het rood zien hoe ver u in de enquête bent.
De enquête zal maximaal 10 minuten van uw tijd in beslag nemen. Er zal betrouwbaar met uw gegevens worden omgegaan en de resultaten worden geheel anoniem verwerkt.

Mocht u naar aanleiding van de enquête nog vragen hebben, dan kunt u contact opnemen via 06-51828697 of y.chaabane@student.ru.nl

Met vriendelijke groet,

Yasmin Chaabane
Master Student Strategic Management
Radboud Universiteit

Mission:

In hoeverre bent u het eens met onderstaande stellingen over de missie/visie en doelstellingen van uw organisatie?

	Sterk mee eens	Mee eens	Niet mee eens/niet mee oneens	Niet mee eens	Sterk mee oneens
1. Er is sprake van een lange termijn visie in onze organisatie	○	○	○	○	○
2. Onze strategie zorgt ervoor dat andere bedrijven in de sector hun manier van concurreren moeten aanpassen	○	○	○	○	○
3. Er is een duidelijke visie/missie die betekenis en richting geeft aan ons werk	○	○	○	○	○
4. Binnen onze organisatie is sprake van een brede overeenstemming over te behalen doelen	○	○	○	○	○
5. Managers stellen doelen die ambitieus maar haalbaar zijn	○	○	○	○	○
6. Het management heeft duidelijke doelen gesteld die wij proberen te bereiken	○	○	○	○	○
7. Er is sprake van een gedeelde visie over de toekomst van de organisatie in ons bedrijf	○	○	○	○	○
8. Onze visie werkt motiverend voor onze medewerkers	○	○	○	○	○

Adaptability:

In hoeverre bent u het eens met de onderstaande stelling over aanpassingsvermogen in uw organisatie?	Sterk mee eens	Mee eens	Niet mee eens/niet mee oneens	Niet mee eens	Sterk mee oneens
1. De manier waarop we werken is flexibel en makkelijk te veranderen	○	○	○	○	○
2. Ons bedrijf speelt in op concurrenten en andere veranderingen in de omgeving	○	○	○	○	○
3. Nieuwe en verbeterde manieren van werken worden continu aangenomen	○	○	○	○	○
4. Klantvragen en -aanbevelingen leiden vaak tot veranderingen	○	○	○	○	○
5. Input van klanten heeft direct invloed op de beslissingen die worden genomen in onze organisatie	○	○	○	○	○
6. Alle medewerkers van onze organisatie begrijpen wat de klant wil en nodig heeft	○	○	○	○	○
7. We zien falen als een kans om te leren en te verbeteren	○	○	○	○	○
8. Innovatie en het nemen van risico's wordt aangemoedigd en beloond	○	○	○	○	○

Involvement:

In hoeverre bent u het eens met de onderstaande stellingen over betrokkenheid in uw organisatie?	Sterk mee eens	Mee eens	Niet mee eens/niet mee oneens	Niet mee eens	Sterk mee oneens
1. Beslissingen worden genomen op het niveau waar de benodigde informatie het best beschikbaar is	○	○	○	○	○
2. Informatie wordt gedeeld zodat iedereen kan beschikken over informatie die nodig is bij de uitvoering van hun werk	○	○	○	○	○
3. Onze medewerkers geloven dat ze een positieve bijdrage kunnen leveren aan de organisatie	○	○	○	○	○
4. Samenwerking tussen verschillende organisatieonderdelen wordt actief aangemoedigd	○	○	○	○	○
5. Teamwork is belangrijker dan hiërarchie bij het gedaan krijgen van werk	○	○	○	○	○
6. De werkzaamheden zijn zo georganiseerd dat elke medewerker de relatie kan zien tussen zijn of haar werkzaamheden en de organisatiedoelstellingen	○	○	○	○	○
7. Autoriteit is dusdanig gedelegeerd dat medewerkers zelfstandig kunnen acteren	○	○	○	○	○
8. Er wordt continu geïnvesteerd in de vaardigheden van medewerkers	○	○	○	○	○

Consistency:

In hoeverre bent u het eens met onderstaande stellingen over consistentie in uw organisatie?	Sterk mee eens	Mee eens	Niet mee eens/niet mee oneens	Niet mee eens	Sterk mee oneens
1. Managers doen wat ze zeggen	○	○	○	○	○
2. Er zijn duidelijke waarden in onze organisatie die de manier waarop we werken leiden	○	○	○	○	○
3. Er is een ethische code die gedrag leidt en gewenst gedrag van ongewenst gedrag onderscheidt	○	○	○	○	○
4. Bij meningsverschillen wordt gestreefd naar win-win oplossingen	○	○	○	○	○
5. Het is makkelijk om consensus te bereiken, zelfs bij moeilijke kwesties	○	○	○	○	○
6. Onze manier van bedrijfsvoering is consistent en voorspelbaar	○	○	○	○	○
7. Het is makkelijk om verschillende projecten in verschillende afdelingen van de organisatie te coördineren	○	○	○	○	○
8. Er is een goede afstemming van doelen tussen verschillende bedrijfsniveaus	○	○	○	○	○

Transformational leadership:

Managers in onze organisatie (over het algemeen)…..	Sterk mee eens	Mee eens	Niet mee eens/niet mee oneens	Niet mee eens	Sterk mee oneens
1. Tonen vastberadenheid bij het bereiken van doelen	○	○	○	○	○
2. Zorgen ervoor dat medewerkers vertrouwen in hen hebben	○	○	○	○	○
3. Geven mensen om hen heen een goed gevoel	○	○	○	○	○
4. Communiceren hoge prestatie verwachtingen	○	○	○	○	○
5. Genereren respect	○	○	○	○	○
6. Dragen de missie van het bedrijf uit	○	○	○	○	○
7. Zorgen voor een duidelijke toekomstvisie	○	○	○	○	○
8. Moedigen medewerkers aan om hun vaardigheden te ontwikkelen	○	○	○	○	○
9. Verhogen het enthousiasme van medewerkers	○	○	○	○	○

Leadership values towards CSR:

In hoeverre bent u het eens met onderstaande stellingen over *ethische en sociale verantwoordelijkheid?	Sterk mee eens	Mee eens	Niet mee eens/niet mee oneens	Niet mee eens	Sterk mee oneens
1. Ethisch en sociaal verantwoordelijk zijn is het belangrijkste dat een bedrijf kan doen	○	○	○	○	○
2. De algehele effectiviteit van bedrijven wordt in grote mate bepaald door hun ethische en sociale verantwoordelijkheid	○	○	○	○	○
3. Bedrijfsethiek en sociale verantwoordelijkheid zijn essentieel voor het lange termijn succes van bedrijven	○	○	○	○	○
4. Bedrijven hebben een sociale verantwoordelijkheid die verder gaat dan winst maken	○	○	○	○	○
5. Sociale verantwoordelijkheid en winstgevendheid kunnen samen gaan	○	○	○	○	○

*Ethische en sociale verantwoordelijkheid: het dragen van verantwoordelijkheid voor maatschappelijke problemen zoals klimaatverandering, vergrijzing of arbeidsomstandigheden, op een manier waarbij rekening wordt gehouden met de rechten, belangen en wensen van alle betrokkenen.

CSR activities in organizations:

In hoeverre bent u het eens met onderstaande stellingen?	Sterk mee eens	Mee eens	Niet mee eens/niet mee oneens	Niet mee eens	Sterk mee oneens
1. Ons bedrijf neemt deel in activiteiten die als doel hebben om de kwaliteit van de natuur te beschermen en te verbeteren	○	○	○	○	○
2. Ons bedrijf investeert in het creëren van een beter leven voor toekomstige generaties	○	○	○	○	○
3. Ons bedrijf implementeert speciale programma's om de negatieve impact op de natuur te minimaliseren	○	○	○	○	○
4. Ons bedrijf richt zich op duurzame groei waarbij rekening wordt gehouden met toekomstige generaties	○	○	○	○	○
5. Ons bedrijf ondersteunt non-gouvernementele organisaties*	○	○	○	○	○
6. Ons bedrijf draagt bij aan campagnes en projecten die het welzijn van de samenleving promoten	○	○	○	○	○
7. Ons bedrijft moedigt werknemers aan om deel te nemen aan vrijwilligers werk	○	○	○	○	○

* Non-gouvernementele organisaties zijn organisaties die onafhankelijk van de overheid opereren, maar belangrijke maatschappelijke taken vervullen. Voorbeelden hiervan zijn mensenrechtenorganisaties, organisaties voor ontwikkelingssamenwerking en het Rode Kruis.

Other:

Wat is uw geslacht?

○ Man

○ Vrouw

○ Deze vraag wil ik niet beantwoorden

Hoelang bent u werkzaam in uw bedrijf?

○ 0 - 2 jaar

○ 3 - 5 jaar

○ 6 - 10 jaar

○ 11 - 15 jaar

○ Meer dan 15 jaar

Hoeveel medewerkers zijn er werkzaam binnen uw bedrijf?

○ 0 - 50 werknemers

○ 51 - 250 werknemers

○ 251 - 500 werknemers

○ Meer dan 500 werknemers

○ Weet ik niet

Mijn bedrijf is een:

☐ Olie/energie producent

☐ Olie/energie leverancier

☐ Olie/energie dienstverlener

☐ Energie coöperatie

☐ Netbeheerder

☐ Branchevereniging

☐ Anders: [_____]

Ik wil graag op de hoogte worden gehouden van de resultaten

○ Ja, email: [_____]

○ Nee

Appendix II – Overview tables and figures

Appendix III – Representativeness of the sample and population frequencies

Company type:

Chi-Square test:

Company type	Observed N	Expected N	Residual
1. Olie en energie leveranciers, producenten en netwerkbeheerders	32	34,9	-2,9
2. Dienstverleners	10	7,7	2,3
3. Overig	1	,4	,6
Total	43		

Test Statistics:

	Type bedrijf
χSquare	1,730[a]
df	2
Asymp. Sig.	,421

a. 1 cells (33,3%) have expected frequencies less than 5. The minimum expected cell frequency is ,4.

Company size:

Chi-Square test:

Company size	Observed N	Expected N	Residual
< 50 employees	11	26,2	-15,2
> 50 employees	32	16,8	15,2
Total	43		

Test Statistics:

	Company size
Chi-Square	22,674[a]
df	1
Asymp. Sig.	,000

a. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 16,8.

Population frequencies (source: CBS Statline, 2019):

Bedrijfstakken/branches SBI 2008 ▼	Totaal bedrijven	Bedrijfsgrootte 5 tot 10 werkzame personen	10 tot 20 werkzame personen	20 tot 50 werkzame personen	50 tot 100 werkzame personen	100 werkzame personen of meer
	aantal					
06 Winning van aardolie en aardgas	35	0	0	0	5	5
061 Winning van aardolie	25	0	0	0	0	0
062 Winning van aardgas	10	0	0	0	0	5
09 Dienstverlening delfstoffenwinning	275	5	5	10	5	10
091 Dienstverlening olie- en gaswinning	260	5	5	10	5	10
192 Aardolie-industrie	35	0	0	5	5	10
35 Energiebedrijven	1 260	45	25	20	10	30
351 Energiebedrijven	1 240	40	25	20	10	30
352 Productie van biogas	20	0	0	0	0	0
353 Productie van stoom en koele lucht	5	0	0	0	0	0

Bron: CBS

Appendix IV – Output SPSS: tests for Normality

Mean and standard deviations of the different original scales:

	Mission	Adapta-bility	Involve-ment	Consis-tency	Transforma-tional leadership	Values	CSR
N Valid	43	43	43	43	43	43	43
Missing	0	0	0	0	0	0	0
Mean	2,1570	2,5785	2,3459	2,5310	2,2936	2,0977	2,1767
Std. Deviation	,57805	,64320	,61045	,59346	,65629	,64494	,84426
Skewness	,766	,323	,544	,314	,862	1,988	,742
Std. Error of Skewness	,361	,361	,361	,361	,361	,361	,361
Kurtosis	1,413	-,228	-,697	,154	,446	9,031	,363
Std. Error of Kurtosis	,709	,709	,709	,709	,709	,709	,709

KS-test of normality statistics:

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Mission	,157	43	,009	,954	43	,082
Adaptability	,113	43	,200[*]	,973	43	,405
Involvement	,144	43	,026	,928	43	,010
Consistency	,084	43	,200[*]	,973	43	,403
Transformational leadership	,195	43	,000	,926	43	,009
Values	,227	43	,000	,816	43	,000
CSRactivities	,145	43	,023	,919	43	,005

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Outcomes KS-test of normality including transformed variables:

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
MissionInv	,145	43	,024	,902	43	,001
MissionLG	,108	43	,200[*]	,975	43	,451
MissionSQ	,131	43	,060	,975	43	,478
Mission_2	,209	43	,000	,859	43	,000
InvolvInv	,100	43	,200[*]	,949	43	,056
InvolvLG	,101	43	,200[*]	,956	43	,103
InvolvSQ	,121	43	,124	,946	43	,042
Involv_2	,185	43	,001	,879	43	,000
TransformInv	,152	43	,014	,953	43	,074
TransformLG	,141	43	,033	,969	43	,286
TransformSQ	,167	43	,004	,954	43	,084
Transform_2	,249	43	,000	,845	43	,000
ValuesInv	,196	43	,000	,857	43	,000
ValuesLG	,179	43	,001	,916	43	,004
ValuesSQ	,197	43	,000	,889	43	,001
Values_2	,304	43	,000	,589	43	,000
CSRactInv	,237	43	,000	,872	43	,000
CSRactLG	,164	43	,005	,944	43	,037
CSRactSQ	,126	43	,085	,946	43	,041
CSRact_2	,216	43	,000	,810	43	,000

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Note: Inv = Inverse transformation, LG = Log transformation, SQ = Squared root, _2 = Squared

Statistics normality of computed scale Organizational culture:

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational culture	,072	43	,200[*]	,972	43	,357

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Normal distribution QQ-plots of all variables:

Mission:

Normal Q-Q Plot of MissionSQ

Involvement:

Normal Q-Q Plot of InvolvLG

Transformational leadership:

Normal Q-Q Plot of TransformLG

Consistency:

Normal Q-Q Plot of Consistency
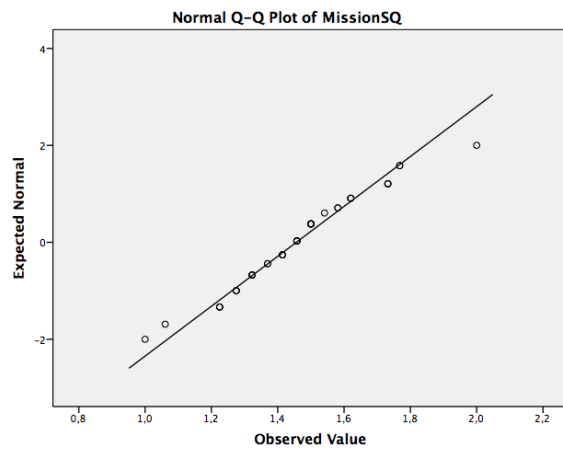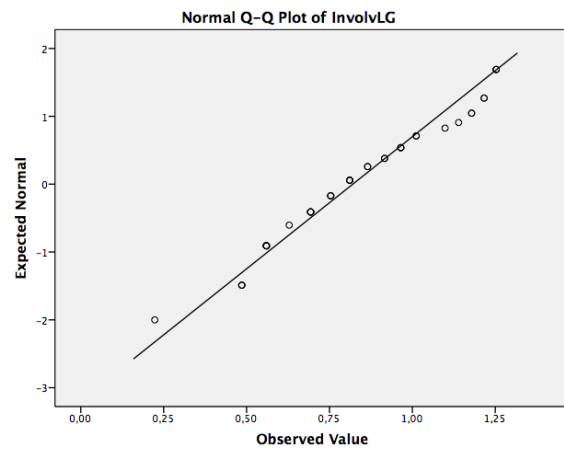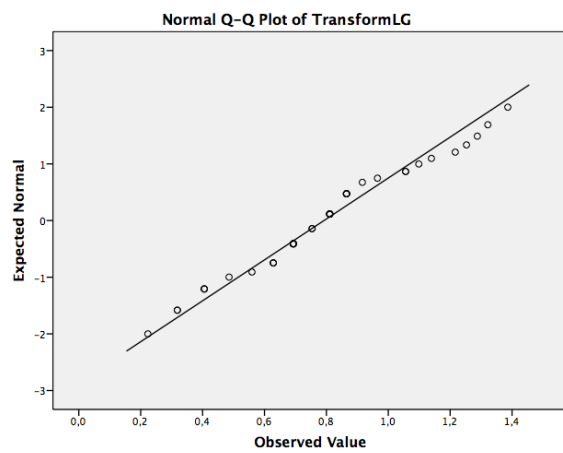
Adaptability:
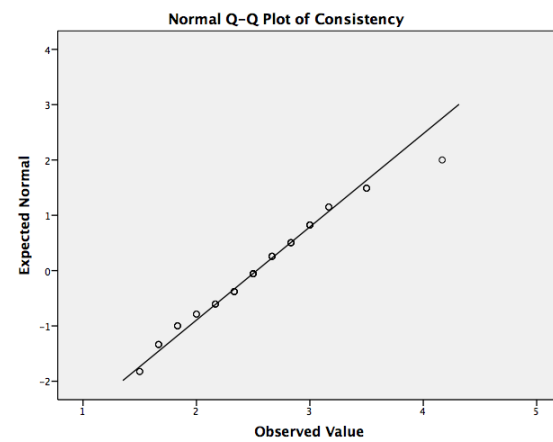
Normal Q-Q Plot of Adaptability

CSR integration:

Normal Q-Q Plot of CSRactLG

Leaderhip values:

Normal Q–Q Plot of ValuesLG

Organizational culture:

Normal Q–Q Plot of CultureTot1
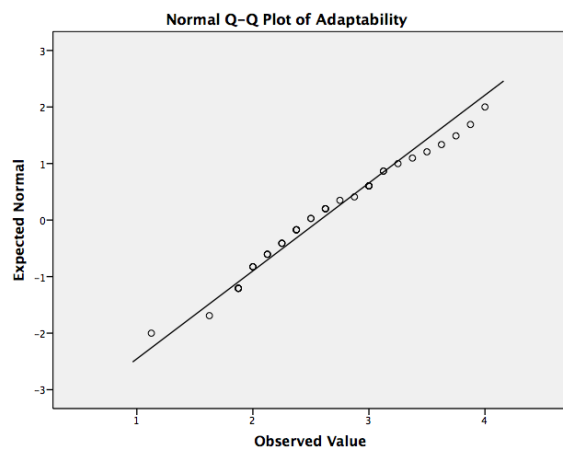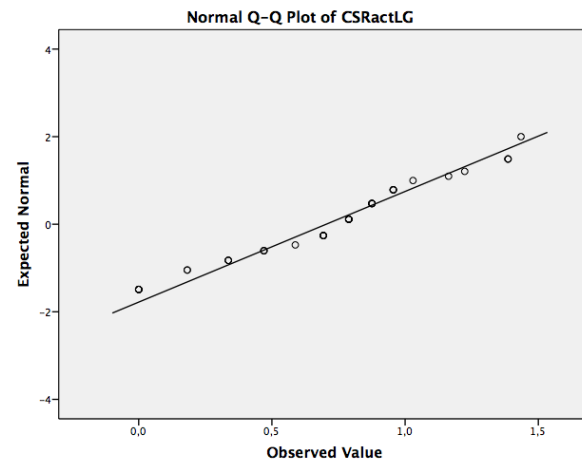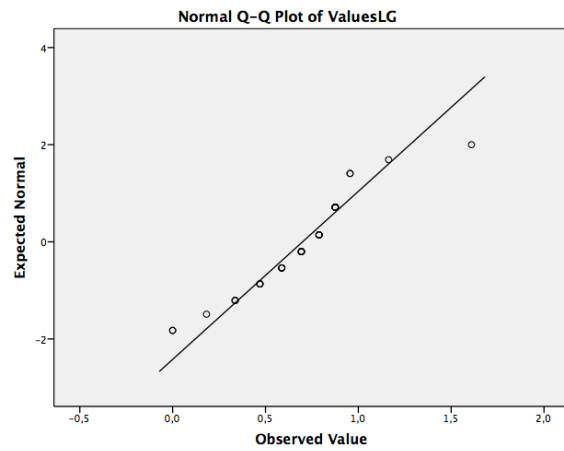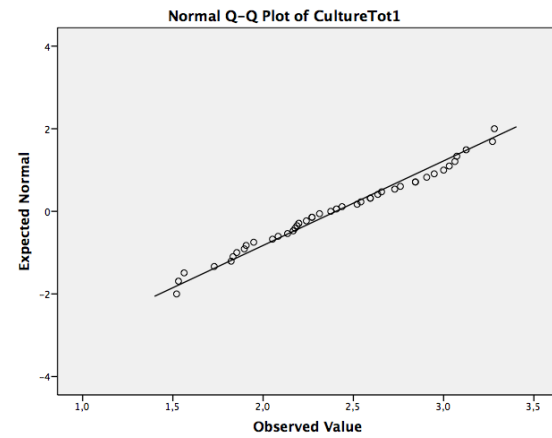
Appendix V – Output SPSS: ANOVA Company size

Differences between groups of Company size on CSR (non-significant):

Test of Homogeneity:

Company size on CSR integration

Levene Statistic	df1	df2	Sig.
1,232	3	39	,311

ANOVA statistics

CSR integration

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,247	3	,082	,507	,680
Within Groups	6,328	39	,162		
Total	6,574	42			

Differences between groups of Company size on Transformational leadership (non-significant):

Test of Homogeneity:

Company size on Transformational leadership:

Levene Statistic	df1	df2	Sig.
,561	3	39	,644

ANOVA-statistics

Transformational leadership

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,297	3	,099	1,320	,282
Within Groups	2,924	39	,075		
Total	3,221	42			

Differences between groups of Company size on Organizational Culture (significant):

Test of Homogeneity:

Company size on Organizational culture

Levene Statistic	df1	df2	Sig.
,858	3	39	,471

ANOVA statistics:

Organizational culture

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,867	3	,956	5,215	,004
Within Groups	7,147	39	,183		
Total	10,014	42			

Statistics Hochberg Post Hoc test to compare group differences:

Dependent Variable: Organizational culture

(I) Employees	(J) Employees	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
1. 0 - 50 werknemers	2. 51 - 250 werknemers	-,33188	,17537	,325	-,8165	,1527
	3. 251 - 500 werknemers	-,74648*	,20697	,005	-1,3184	-,1745
	4. Meer dan 500 werknemers	-,54088*	,17869	,026	-1,0347	-,0471
2. 51 - 250 werknemers	1 0 - 50 werknemers	,33188	,17537	,325	-,1527	,8165
	3 251 - 500 werknemers	-,41461	,20068	,236	-,9692	,1400
	4 Meer dan 500 werknemers	-,20900	,17137	,777	-,6826	,2646
3. 251 - 500 werknemers	1. 0 - 50 werknemers	,74648*	,20697	,005	,1745	1,3184
	2. 51 - 250 werknemers	,41461	,20068	,236	-,1400	,9692
	4. Meer dan 500 werknemers	,20561	,20359	,890	-,3570	,7682
4. Meer dan 500 werknemers	1. 0 - 50 werknemers	,54088*	,17869	,026	,0471	1,0347
	2. 51 - 250 werknemers	,20900	,17137	,777	-,2646	,6826
	3. 251 - 500 werknemers	-,20561	,20359	,890	-,7682	,3570

*. The mean difference is significant at the 0.05 level.

Appendix VI – Output SPPS: ANOVA Company type

Differences in company type on CSR (non-significant):

Test of Homogeneity of Variances

Company type on CSR activities

Levene Statistic	df1	df2	Sig.
1,728[a]	3	38	,178

a. Groups with only one case are ignored in computing
the test of homogeneity of variance for CSR activities.

ANOVA

CSR activities

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,630	4	,157	1,006	,416
Within Groups	5,944	38	,156		
Total	6,574	42			

Differences of company type on organizational culture (non-significant):

Test of Homogeneity of Variances

Organizational culture

Levene Statistic	df1	df2	Sig.
,915[a]	3	38	,443

a. Groups with only one case are ignored in computing the
test of homogeneity of variance for Organizational culture.

ANOVA

Organizational culture

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,472	4	,368	1,638	,185
Within Groups	8,541	38	,225		
Total	10,014	42			

Differences of company type on transformational leadership (non-significant):

Test of Homogeneity of Variances

Company type on Transform leadership

Levene Statistic	df1	df2	Sig.
1,709[a]	3	38	,181

a. Groups with only one case are ignored in computing the test
of homogeneity of variance for Transformational leadership.

ANOVA

Transformational leadership

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,441	4	,110	1,507	,219
Within Groups	2,780	38	,073		
Total	3,221	42			

Appendix VII – Output SPSS: T-test differences between groups Gender

Differences between groups Gender on CSR (non-significant):

Statistics Mean differences:

	Gender	N	Mean	Std. Deviation	Std. Error Mean
CSR	1 Man	28	,6283	,40492	,07652
	2 Vrouw	15	,8444	,34756	,08974

T-test statistics:

		Levene's Test for Equality of Variances		t-test for Equality of Means							
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
CSR	Equal variances assumed	,242	,625	-1,684	41	,100	-,44524	,26442	-,97925	,08878
	Equal variances not assumed			-1,603	25,063	,121	-,44524	,27770	-1,01709	,12662

Appendix VIII – Output SPSS: Regression Analyses (1)

Dependent: CSR integration

Independent: Organizational Culture, Transformational leadership

Statistics regression analysis:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
					Change Statistics				
1	,659[a]	,434	,391	,30879	,434	9,982	3	39	,000

a. Predictors: (Constant), OrgcultureSQ, TransformLG, TransformLG_C2

b. Dependent Variable: CSRintLG

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,855	3	,952	9,982	,000[b]
	Residual	3,719	39	,095		
	Total	6,574	42			

a. Dependent Variable: CSRintLG

b. Predictors: (Constant), OrgcultureSQ, TransformLG, TransformLG_C2

Coefficients:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-,640	,718		-,892	,378		
OrgcultureSQ	,932	,460	,375	2,026	,050	,422	2,368
TransformLG_C	,364	,267	,254	1,364	,181	,416	2,401
TransformLG_C2	-1,247	,486	-,316	-2,567	,014	,959	1,043

a. Dependent Variable: CSRintLG

Appendix IX – Output SPSS: Regression Analyses (2)

Dependent: CSR integration
Independent: Mission, Consistency, Involvement, and Adaptability

Statistics Regression:

Model summary:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
					Change Statistics				
1	,664[a]	,440	,382	,31112	,440	7,479	4	38	,000

a. Predictors: (Constant), InvolvLG, MissionSQ, Adaptability, Consistency

b. Dependent Variable: CSRintLG

ANOVA:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,896	4	,724	7,479	,000[b]
	Residual	3,678	38	,097		
	Total	6,574	42			

a. Dependent Variable: CSRintLG

b. Predictors: (Constant), InvolvLG, MissionSQ, Adaptability, Consistency

Coefficients:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,233	,364		-3,387	,002		
	MissionSQ	1,203	,318	,590	3,780	,001	,604	1,657
	Adaptability	-,036	,113	-,059	-,321	,750	,437	2,290
	Consistency	,011	,127	,016	,084	,934	,405	2,467
	InvolvLG	,307	,332	,199	,924	,361	,317	3,158

a. Dependent Variable: CSRintLG

Appendix X – Output SPSS: Regression Analyses (3)

Dependent: Organizational Culture
Independent: Transformational leadership

Statistics regression:

Model summary:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,752[a]	,566	,555	,32554	,566	53,488	1	41	,000

a. Predictors: (Constant), TransformLG

b. Dependent Variable: OrgcultureSQ

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,669	1	5,669	53,488	,000[b]
	Residual	4,345	41	,106		
	Total	10,014	42			

a. Dependent Variable: OrgcultureSQ

b. Predictors: (Constant), TransformLG

Statistics Coefficients:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,352	,152		8,893	,000		
	TransformLG	1,327	,181	,752	7,314	,000	1,000	1,000

a. Dependent Variable: OrgcultureSQ

Appendix XI – Output SPSS: Regression Analyses homogeneity and linearity

Linearity Organizational culture and Transformational included polynomials (dependent) and CSR Integration (independent):
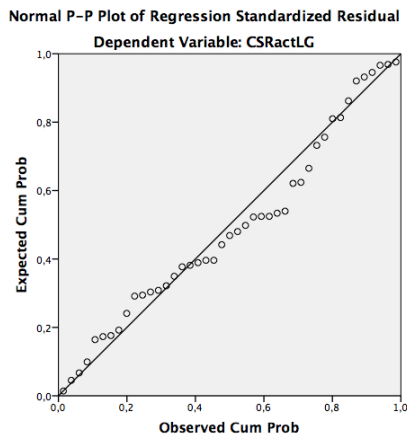
Different parts of organizational culture (dependent) and CSR integration (independent): linear
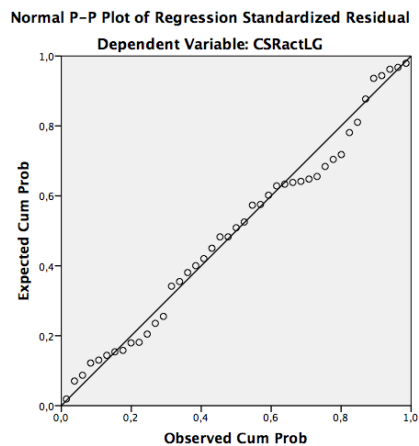
Transformational leadership (independent) and organizational culture (dependent): linear
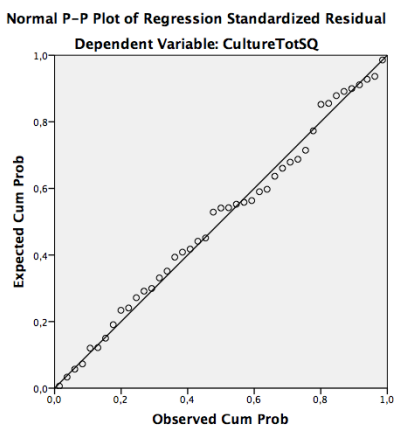
Homoscedasticity:

Organizational culture and Transformational leadership (independent) and CSR integration (dependent): heteroscedasticity
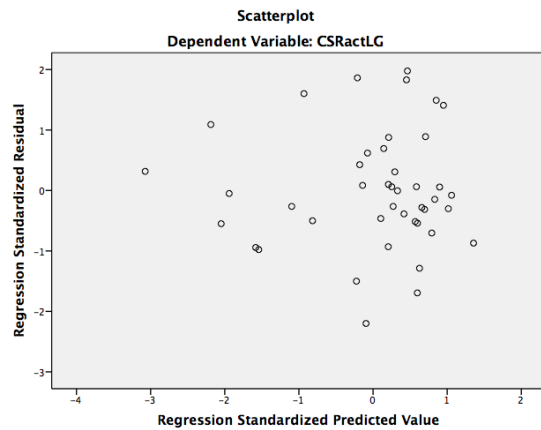
Four aspects of Organizational culture (independent) and CSR integration (dependent): heteroscedasticity

Transformational leadership (independent) and Organizational culture (dependent): heteroscedasticity

Appendix XII – Output SPSS: Reliability analyses

Mission:

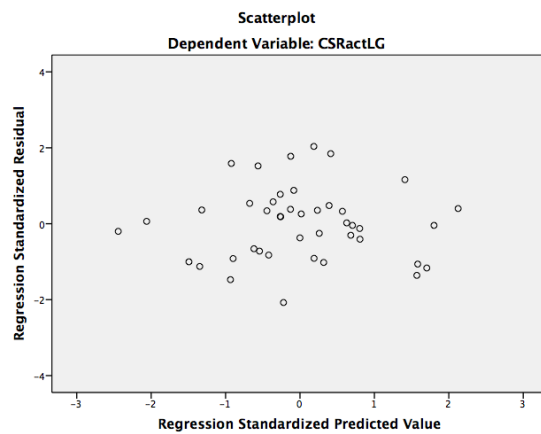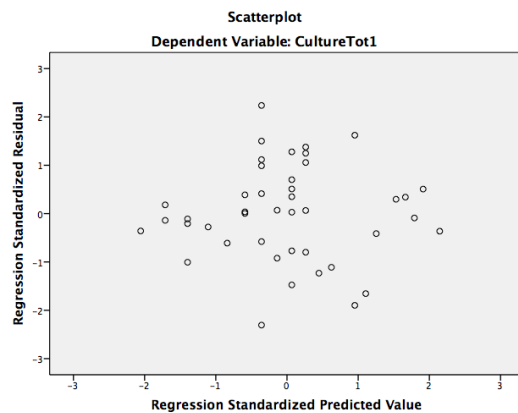| Variable: Mission	Cronbach's Alpha	N of items		
	.871	8		
Items	**Scale Mean if items deleted**	**Scale variance if item deleted**	**Corrected item-total correlation**	**Cronbach's Alpha if item deleted**
Mission1				
Mission2	14.79	17.360	.510	.868
Mission3	15.30	15.549	.770	.839
Mission4	15.14	16.409	.617	.857
Mission5	14.95	18.045	.504	.867
Mission6	15.21	18.503	.515	.867
Mission7	15.07	15.924	.727	.844
Mission8	15.00	16.333	.606	.858
Computed scale Mission: MEAN(Mission1,2,3,4,5,6,7,8)				

Adaptability:

Variable: Adaptability	Cronbach's Alpha	N of items		
	.836	8		
Items	**Scale Mean if items deleted**	**Scale variance if item deleted**	**Corrected item-total correlation**	**Cronbach's Alpha if item deleted**
Adaptability1	18.05	18.712	.609	.813
Adaptability2	18.28	22.063	.429	.833
Adaptability3	18.02	19.690	.671	.802
Adaptability4	18.05	21.760	.552	.819
Adaptability5	17.95	21.283	.557	.818
Adaptability6	17.72	20.920	.581	.815
Adaptability7	18.26	21.671	.519	.822
Adaptability8	18.07	19.876	.622	.809
Computed scale Adaptability: MEAN(Adaptability1,2,3,4,5,6,7,8)				

Involvement:

Variable: Involvement	Cronbach's Alpha	N of items		
	.821	8		
Items	**Scale Mean if items deleted**	**Scale variance if item deleted**	**Corrected item-total correlation**	**Cronbach's Alpha if item deleted**
Involvement1	16.09	18.134	.600	.792
Involvement2	16.28	18.444	.524	.803
Involvement3	16.84	21.140	.397	.818
Involvement4	16.63	18.430	.583	.795
Involvement5	16.63	17.334	.611	.790
Involvement6	16.16	17.140	.687	.778
Involvement7	16.33	18.320	.606	.792
Involvement8	16.42	20.868	.312	.828
Computed scale Involvement: MEAN(Involvement1,2,3,4,5,6,7,8)				

Leadership values:

Variable: Leadership values	Cronbach's Alpha	N of items		
	.806	5		
Items	**Scale Mean if items deleted**	**Scale variance if item deleted**	**Corrected item-total correlation**	**Cronbach's Alpha if item deleted**
Leadershipvalues1	8.16	7.044	.597	.767
Leadersvalues2	7.74	6.671	.526	.796
Leadersvalues3	8.58	6.773	.742	.727
Leadersvalues4	8.77	7.516	.547	.783
Leadersvalues5	8.70	6.883	.585	.771
Computed scale Leadershipvalues: MEAN(Leadershipvalues1,2,3,4,5)				

Transformational leadership:

Variable:	Cronbach's Alpha	N of items		
Transformational leadership	.888	9		
Items	**Scale Mean if items deleted**	**Scale variance if item deleted**	**Corrected item-total correlation**	**Cronbach's Alpha if item deleted**
Leaderstrans1	18.70	25.025	.398	.893
Leaderstrans2	18.42	21.583	.805	.861
Leaderstrans3	18.44	22.205	.718	.869
Leaderstrans4	18.35	27.566	.037	.915*
Leaderstrans5	18.40	22.054	.699	.870
Leaderstrans6	18.65	20.899	.798	.861
Leaderstrans7	18.40	20.483	.863	.855
Leaderstrans8	18.37	22.668	.638	.875
Leaderstrans9	18.42	21.773	.776	.864

Deleted item: Leadertrans4

Variable:	Cronbach's Alpha	N of items		
Transformational leadership	.915	8		
Items	**Scale Mean if items deleted**	**Scale variance if item deleted**	**Corrected item-total correlation**	**Cronbach's Alpha if item deleted**
Leaderstrans1	16.28	24.492	.370	.929
Leaderstrans2	16.00	20.762	.829	.895
Leaderstrans3	16.02	21.452	.729	.904
Leaderstrans5	15.98	21.214	.723	.904
Leaderstrans6	16.23	20.183	.807	.897
Leaderstrans7	15.98	19.738	.877	.890
Leaderstrans8	15.95	21.998	.636	.911
Leaderstrans9	16.00	21.048	.785	.899

Computed scale Transformational leadership: MEAN(Leaderstrans1,2,3,5,6,7,8,9)

Consistency:

Variable: Consistency	Cronbach's Alpha	N of items		
	.706	8		
Items	Scale Mean if items deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's Alpha if item deleted
Consistency1	18.02	12.833	464	.662
Consistency2	18.30	12.930	.455	.664
Consistency3	18.51	13.970	.333	.690
Consistency4	17.91	13.801	.269	.706
Consistency5	17.58	12.916	.499	.656
Consistency6	17.74	15.052	.126	.729*
Consistency7	17.44	11.776	.520	.646
Consistency8	17.74	12.290	.516	.649

Deleted item Consistency6

Variable: Consistency	Cronbach's Alpha	N of items		
	.729	7		
Items	Scale Mean if items deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's Alpha if item deleted
Consistency1	15.30	11.121	.537	.675
Consistency2	15.58	11.297	.512	.681
Consistency3	15.79	12.788	.293	.728
Consistency4	15.19	12.679	.226	.748*
Consistency5	14.86	11.932	.430	.701
Consistency7	14.72	10.301	.554	.667
Consistency8	15.02	10.785	.553	.669

Deleted item Consistency4

Variable: Consistency	Cronbach's Alpha	N of items		
	.748	6		
Items	Scale Mean if items deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's Alpha if item deleted
Consistency1	12.74	9.147	.517	.704
Consistency2	13.02	8.880	.586	.685
Consistency3	13.23	10.516	.303	.756
Consistency5	12.30	10.216	.340	.749
Consistency7	12.16	8.282	.558	.691
Consistency8	12.47	8.445	.619	.673

Computed scale: MEAN(Consistency1,2,3,5,7,8)

CSR integration:

Variable: CSR integration	Cronbach's Alpha	N of items		
	.806	7		
Items	Scale Mean if items deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's Alpha if item deleted
CSRintegration1	14.86	19.742	.751	.746
CSRintegration2	14.86	20.790	.683	.761
CSRintegration3	14.49	19.589	.654	.760
CSRintegration4	14.93	22.305	.561	.782
CSRintegration5	14.14	21.028	.364	.823
CSRintegration6	14.63	19.239	.747	.743
CSRintegration7	13.67	23.272	.226	.841*

Deleted item CSRintegration7

Variable: CSR integration	Cronbach's Alpha	N of items		
	.841	6		
Items	Scale Mean if items deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's Alpha if item deleted
CSRintegration1	11.60	15.911	.788	.783
CSRintegration2	11.60	16.959	.705	.801
CSRintegration3	11.23	15.754	.687	.801
CSRintegration4	11.67	17.939	.645	.815
CSRintegration5	10.88	17.819	.308	.894*
CSRintegration6	11.37	15.668	.752	.788

Deleted item: CSRintegration5

Variable: CSR integration	Cronbach's Alpha	N of items		
	.894	5		
Items	Scale Mean if items deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's Alpha if item deleted
CSRintegration1	8.81	11.203	.829	.850
CSRintegration2	8.81	11.917	.778	.863
CSRintegration3	8.44	10.919	.743	.872
CSRintegration4	8.88	12.819	.708	.880
CSRintegration6	8.58	11.678	.673	.887

Computed scale (CSRintegration1,2,3,4,6)