Organisational culture's influence on the integration of sustainability in SMEs:

A multiple case study of the Jönköping region

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Bachelor Thesis in Business Administration

Title:	Organisational culture's influence on the integration of sustainability in SMEs: A multiple case study of the Jönköping region
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Abstract

Background: Existing literature suggests research about sustainability and Small- and Medium Sized Enterprises (SMEs) to be limited. SMEs tend to have less resources than large companies and as a result of this sustainability integration may be challenging. Despite these resource restrictions, some SMEs still succeed in integrating sustainability. Some literature suggests that organisational culture could influence the integration of sustainability.

Purpose: The purpose of this thesis is to investigate how organisational culture attributes influence the integration of sustainability in Swedish SMEs.

Method: To fulfil the purpose of this thesis, a multiple case study consisting of six SMEs in the Jönköping region is performed. Qualitative semi-structured interviews are conducted with the manager and/or head of sustainability. Furthermore, structured interviews are conducted with managers and employees, in an attempt to gain insights into the values and cultural attributes of the organisational culture of the SME.

Main Findings: The results reveal that an organisational culture which emphasises internal relationships, stability and goal-setting and planning seem to facilitate the integration of sustainability. SMEs with the attribute of valuing internal relationships are aided in the integration of sustainability through the existence of tightly knit groups that work together toward the long-term goal of integrating sustainability. The positive influence of stability stems from the fact that the attribute provides structure, economic stability, and a stable employee base. A high focus on goal-setting and planning may enable the integration of sustainability through providing clear missions and objectives which the company strives toward.

Managerial Implications: This study urges three implications for managers of SMEs; 1. It provide managers with some understanding of how their organisational culture may affect sustainability integration. 2. It provide insight into the challenges companies may face as the result of lacking certain cultural attributes. 3. It provide indications of which attributes that could be beneficial to develop or incorporate into the organisational culture in order to aid the integration of sustainability.

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1 Background

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This section aims to introduce the reader to the topic. The importance and relevance of the topic is highlighted and elaborated on. Furthermore, delimitations of the study are presented.

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1.1 Introduction

August 2nd 2017, August 3rd 2016 and August 4th 2015, what is the common link between these dates? It concerns all inhabitants on Planet Earth and is called The Earth Overshoot Day. This means that all resources available for consumption, which can be recovered by Planet Earth during one calendar year, have already been consumed. Thus, humans on this planet start consuming resources allocated to the subsequent year already during month eight, and every year the overshooting day is an earlier date. (Earth Overshoot Day, 2018).

During the past decades, the subject of sustainable business practices has been popular and frequently discussed, not only in scholarly literature, but also in media and public discussion. Sustainable business practices regard running businesses with a long-term perspective and with future implications in mind. Sustainable firms contribute to solving challenges faced by societies through minimising the negative externalities and utilise business opportunities created by new and innovative value creating business models. (Regeringskansliet, 2018). In this thesis, sustainability engagement is defined through the Triple Bottom Line theory (TBL), where the company consciously engages in social, economic and environmentally responsible practices (Elkington, 1998). Despite empirical evidence suggesting benefits such as cost-savings, increased customer loyalty and competitive advantage from the implementation of sustainability (Aghelie, 2017), many companies fail to take action toward the creation of more sustainable organisations. Sustainability engagement of larger corporations has received a great deal of public attention and the majority of scholarly research has been focused on large corporations' engagement in CSR (Aghelie, 2017; Witjes, Vermeulen & Cramer, 2017). However, an important segment of companies, namely Small- and Medium Sized Enterprises (SMEs), are not infrequently left out of the picture. According to Kechiche and Soparnot (2012), the process to implement CSR differs greatly between small and large corporations. SMEs cannot be directly compared with large corporations (Jenkins, 2004). With SMEs making up 99.9 per cent of all companies in Sweden (Tillväxtverket, 2018), their impact on environmental, social and economic factors, should be considered significant (Hillary, 2004). A study by Företagarna in 2015 showed that 86 per cent of SMEs in Sweden perceive working with sustainability as important, yet only approximately 55 per cent of the respondents state that they perform some type of sustainability work (Tillväxtverket, 2015). Thus, there is a gap between the level of wished engagement, and the level of engagement that is actually being implemented. Previous research suggests a wide range of challenges for SMEs when integrating sustainability practices (McEwen, 2013; Oxborrow & Brindley, 2013;

Santos 2011). One aspect of influence in SMEs, unlike in large corporations, is the limitation of financial and human resources for sustainability integration (Hsu, Chang & Luo, 2017; Santos, 2011; McEwen, 2013). These difficulties may lead to SMEs focusing on short-term planning, instead of more strategic long-term goals which sustainability integration requires (Bos-Brouwers, 2009). Yet some SMEs manage to overcome these restrictions. Chu (2003) discusses the importance of organisational culture for change in businesses and suggests that the recipe for change in SMEs is a supportive organisational culture, which emphasises employee empowerment. Sustainability integration often implies a form of organisational change, yet links between organisational culture and sustainability integration are not yet well researched (Sugita & Takahashi, 2013), especially in SMEs. The Competing Values Framework (CVF) is a model which categorises organisations based on their emphasis on different values in the organisational culture (Cameron & Quinn, 2006). By using CVF as a base for understanding different types of organisational culture, this thesis attempts to examine which cultural attributes, characteristics and values that may enable the integration of sustainability in SMEs.

1.2 Sustainability
The first to discuss the term Corporate Social Responsibility (CSR) was Bowen in 1953, in his work "Social Responsibilities of a Businessman" (Kechiche & Soparnot, 2012). In subsequent decades, possibly the most well-known definition of CSR was published. In Milton Friedman's famous work from 1970, he stated that the only responsibility for a business is to act within the realms of the law, and make profit for its shareholders (Friedman, 2007). Since then, the field has greatly developed. In a literature review and analysis of CSR definitions by Dahlsrud (2006), the author concludes that the most widely accepted definition of the term CSR is: "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (p.7). Although historically considered two separate fields, where CSR more predominantly regarded social aspects, and environmental management regarded the environmental aspects, the emergence of the term "corporate sustainability" which includes both environmental and social aspects has blurred the lines between the initially different fields (Montiel, 2008). Today, the terms "corporate sustainability" and "corporate social responsibility" are considered by many to be synonyms (van Marrewijk, 2003), and some authors now use the terms interchangeably (Martinez-Conesa, Soto-Acosta & Palacios-Manzano, 2017). In this thesis, it is therefore presumed that the terms are sufficiently similar to be used interchangeably.

Later theories treat sustainability not as a separate entity, but instead as an integrated part of the business itself. The changed perspective may stem from the increased negative attention gained by companies, as villains in environmental, economic and societal issues (Porter & Kramer, 2011). In contrast to the classical view of CSR, which framed engagement in CSR as putting a strain on profits, theories such as Porter and Kramer's (2011) Creating Shared Value

(CSV) suggest that sustainability brings value to the business. While the earlier versions of CSR were considered separate from profit maximisation, in CSV such efforts are instead considered as "integral in profit maximisation" (Porter & Kramer, 2011, p.16). Similar to the CSV model, Visser's CSR 2.0 moves focus from philanthropic and profit-hindering practices, to an integrated model where good governance, value creation, societal contribution and environmental integrity are at the heart of the so called "DNA" of a business (Visser, 2010). These more recent theories suggest that CSR may be beneficial not only for the context in which companies operate, but for the shareholders and companies themselves.

1.3 Organisational Culture and Sustainability

Hofstede's (1991) definition of organisational culture is "the collective programming of the mind which distinguishes the members of one organisation from another" (p. 262). Although the acceptance of such a subject was established earlier, the view that organisational culture may be strongly linked to firm performance was first suggested by Daneson in 1984 (Dasgupta & Vaghela, 2015). This suggestion may only have enhanced interest in the field. With the shifting focus of corporations, from the traditional, profit-oriented focus, to a sustainable-oriented organisation, Sugita and Takahashi (2013) further state that one might speculate that such firms would be characterised by certain cultural attributes. The connection between organisational culture and sustainability might best be described through the organisational aspects that these fields are connected to and characterised by. For example, Shrivastava (1995) suggests that sustainability needs to be anchored and integrated with the core aspects of the business (such as processes, mission, values and vision) and with regards to all three dimensions (economic, social and environmental) (Dasgupta & Vaghela, 2015). Schein (2009) describes how organisational culture reflects the underlying values, which determine behaviours for the organisation overall. As the foundation for processes, mission and vision are established with the core values of the organisation. The process for a business to become sustainable is, according to Sugita and Takahashi (2013), a very radical one. Their research suggested that for such a change to be successful, consistency between organisational culture and sustainability practices is essential. Lee and Kim's (2017) research further supports this argument, with the claim that in order for goals to be achieved, CSR and organisational culture need to fit each other well.

1.4 Sustainability Engagement of Swedish SMEs

According to the European Commission (2018), SMEs are classified as organisations that employ up to 250 employees and have a yearly turnover that does not exceed 50 million euros per year. Most of existing sustainability research focuses on large corporations' engagement in sustainability (Aghelie, 2017). However, as previously mentioned, 99.9 per cent of all businesses are categorised as SMEs, and the business sector employs 63.5 per cent of the workforce (OECD, 2012). Thus, the impact on environmental, economic and social issues of these companies may be substantial.

The Swedish government states that there is an expectation for Swedish companies to be at the forefront of sustainability, in order to attract investors and be better competitors in the global environment (Regeringskansliet, 2018). The survey by Företagarna, which is presented above, indicates that SMEs in Sweden wish to engage more in sustainability, yet many fail to do so. This discrepancy may indicate that more research is needed in the area of sustainability and SMEs. The same study also shows that there are regional differences regarding the implementation of sustainable policies and that the Jönköping region seems to perform on a level that is lower than the national average (Tillväxtverket, 2015). In order to exclude variables related to geographical differences, this study focuses on one specific region, namely Jönköping. By examining companies in a region that is underperforming with regards to sustainability integration one may get a clearer indication of which attributes companies hold, that despite regional trends, enable them to successfully implement sustainability into their business practices.

1.5 Problem Formulation

As mentioned, when it comes to sustainability integration, limited resources are a greater challenge for SMEs than for large corporations. Although many perceive sustainability to be of importance and wish to integrate practices into their business, only 55 per cent are currently successful in this ambition. Sugita and Takahashi (2013) suggest that the integration of sustainability initiatives could be linked to influences of organisational culture. Further, the authors claim that sustainability initiatives could be hindered by characteristics in the organisational culture (Sugita & Takahashi, 2013). Linnenluecke and Griffiths (2010) claim that an organisational culture which supports sustainability practices may aid the integration of such activities. Baumgartner (2009) stresses the importance for companies to be aware of their organisational culture in their efforts to become sustainable, since a fit between the two organisational areas could improve performance. In the same vein, Dasgupta and Vaghela (2015) suggest the potential value of research which aims to understand the relationship between organisational culture and sustainability. Every organisational culture is different, and understanding how various cultural attributes and characteristics could influence companies in the integration process of sustainability may be essential for further understand how these topics interlink. Yet research on how organisational cultures affect the integration of sustainability in SMEs seems scarce. Therefore, the problem that this thesis aims to address is *how* organisational culture might influence the integration of sustainability in SMEs.

1.6 Purpose

The purpose of this thesis is to investigate how organisational culture attributes influence the integration of sustainability in Swedish SMEs.

1.7 Research Question

How do attributes and characteristics of an organisational culture influence the integration of sustainability in an SME?

1.8 Delimitations

Since sustainability and organisational culture are two broad and complex topics, the authors of this thesis limit the breadth of these theoretical fields. The authors base assumptions regarding organisational culture traits and attributes on the CVF model. The framework is used to construct interview questions, and to structure the analysis section. The framework consists of four cultural types, implying that aspects of organisational culture beyond the typologies may not be fully captured. The study focuses on companies that have already integrated sustainability in their business. This engagement is defined with the use of TBL, and all companies in this study engage in all three aspects of TBL. Definitions of well-recognised theories of sustainability and CSR, such as CSR 2.0 and Carroll's pyramid, are not included in the theoretical framework, limiting this thesis to only one perspective of sustainability while others could be relevant for understanding all aspects of the subject of this study.

Regarding the geographical limitations, this thesis studies a selection of companies exclusively in the Jönköping region, Sweden. This is due to the limited time frame to perform the study, which precludes further selection of companies in different industries and geographical locations.

The companies selected operate in industries as construction, real estate, advertising, or interior design. The selection of companies is based on the extent of sustainability engagement, rather than on the industry of operations.

2 Frame of Reference

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In this section, the theoretical foundation is established through an introduction to theory of sustainability and organisational culture. Concepts such as the Triple Bottom Line and the Competing Values Framework are elaborated on. The relationships between the theoretical topics are discussed to provide the theoretical basis for this thesis.

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2.1 Sustainability Theories and Concepts

Sustainability in business practices is widely discussed and recognised as an important aspect of the 21st century's business climate. Galpin, Whittington and Bell (2015) claim that in order for firms to stay competitive in the long run, a strategic approach to sustainability is crucial. Various concepts and approaches to sustainability have been introduced during recent decades and the field continues to develop. In contrast to the early perception of Friedman in the 1970s that the sole obligation of a business is to create profits for its shareholders and obey laws, Carroll introduced a pyramid that includes several steps of CSR engagement. Carroll's pyramid was possibly the first to suggest that firms had an ethical responsibility not to harm stakeholders affected by the business operations. The highest level regards philanthropy and a company's responsibility to give back to society and contribute in a positive way to their societal context. (Carroll, 1991). Carroll's Pyramid is comprehensive regarding the social and economic responsibility in business practises but lacks consideration for the environmental aspects (Claydon, 2011). Due to the missing environmental perspective in Carroll's pyramid, it is not considered when discussing sustainability integration of SMEs in this thesis. With the CSR 2.0 model, Visser (2014) builds on the work of Carroll and considers CSR to be divided into five evolutionary stages of greed, philanthropy, marketing, management, and responsibility and firms are expected to pass through them sequentially. Yet the development of sustainability is rarely as straightforward in stages of development as this model describes. Claydon (2011) suggests that managers tend to consider sustainability integration through the lens of the TBL, rather than seeing it as a gradual process. The concept of TBL is further elaborated on in the next paragraph.

2.1.1 Triple Bottom Line

An extensively used, yet somewhat broad, definition of sustainability is the World Commission on Environment and Development's (1987): "development that meets the needs of the present without compromising the ability of future generations to meet their needs''(p. 8). This definition might be complex for organisations to apply on a daily basis and the term may be further concretised by TBL (Gimenez, Sierra & Rodon, 2012). The concept of TBL, designed by Elkington (1998), goes beyond the traditional goal of profit maximisation and adds two additional bottom lines, namely the social and the environmental, to focus on three pillars of long-term organisational performance. The economic measure regards generating economic profit, whereas the measure of environmental sustainability refers to the footprint

organisations leave behind and comprise for instance reduction of waste, pollution and emission, as well as energy efficiency. The social pillar refers to an organisation's efforts to ensure quality of life for individuals within the organisation, as well as the community it operates in, to provide equal opportunities and promote diversity. (Gimenez et al., 2012).

2.1.2 Sustainability in SMEs

According to Jenkins (2004), the CSR practices in SMEs differ from large corporations with regards to for instance motivation for responsible practices and how these are implemented. In large corporations, CSR is usually a response to pressure from consumers, whereas SMEs mostly experience pressure from other businesses purchasing their product or service. The procedure SMEs use for implementing CSR is, in contrast to larger corporations, generally more informal without any specific personnel assigned to the task. In addition, actions are often motivated by risk avoidance rather than strategy formulation. Large corporations commonly have a structured department to handle CSR strategies and deal with mitigation of risk. For SMEs, the risk regards protection of their core business, while in large corporations it is a matter of retaining a good business reputation. (Jenkins, 2004). The lack of structure is further confirmed in Lee, Herold and Yu's (2015) case study of SMEs and CSR practices, where the participating SMEs claim that they do not have a specific CSR strategy, despite engagement. A possible reason for the informality in CSR activities of SMEs may be that it is challenging to perform a broad set of initiatives when the workforce is limited (Lee et al., 2015).

2.2 Organisational Culture

In most companies, there are differences amongst the employees in terms of ethnic backgrounds, personalities, and cultural legacies. In a workplace, employees are brought together, and over time one may observe that company specific norms with regards to operations, communication and routines start to emerge. These kinds of occurrences may be regarded as the rise of an organisational culture. (Sadri & Lees, 2001). In addition to definitions of organisational culture, previously mentioned, several researchers define the culture of an organisation as a system. A system which may integrate values, behaviours, beliefs, and ideas, that is used by the people with affiliation to the organisation and that provides guidance on how to act in the organisation (Cameron & Quinn, 2011; Schein, 2004). Schein (2009) further suggests that organisational culture can be analysed in three dimensions, namely the visible culture, espoused values, and underlying assumptions. The most apparent level, the visible level of culture, contains observable attributes, architectures and patterns of behaviour that can be analysed while observing the organisation and its members work and interact with one another. The second level is more deeply embedded and contains goals, strategies and philosophies of an organisation, which means one must start asking questions of "how" and "why" to understand reasons and values which build up the organisational behaviour. To grasp the third and most deeply embedded level of culture, one

must understand the historical background and key values of the founders, including perceptions, feelings, thoughts and unconscious beliefs. (Schein, 2009).

2.2.1 Cultural Frameworks

Organisational culture can be a complex matter and researchers continuously attempt to conceptualise and make sense of the attributes that affect its nature. Many attempts to develop instruments to assess organisational culture have been made (Jung et al., 2009). For instance, Harrison's culture model divides organisations into role, power, task, or person orientations and regards the level of formalisation and centralisation in the decision making (Harrison, 1975). The model by Deal and Kennedy (1982) categorises organisations on the dimension of risk taking and the pace at which effects of an action taken by the organisation is noticed. Schneider's (1999) model originates from the above mentioned models and divides a matrix into quadrants depending on whether organisational decisions are based on reality or possibility, and if greater attention is paid to people or to the organisation itself. Additionally, Quinn and Rohrbaugh (1983) established CVF, which has been further developed by Cameron and Quinn (2006). The models of Harrison, Schneider, and Cameron and Quinn are all accompanied by an instrument that can be used for classification of the cultural types described in the models. However, Cameron and Quinn's instrument, the Organisational Culture Assessment Instrument (OCAI), is the only one that has been statistically validated (Jung et al., 2009). In addition, CVF has been used in empirical studies to establish a relationship between the organisational culture types and eco-innovation in the hotel industry in Mexico (María del Rosario, Patricia & René, 2017). Furthermore, Lee and Kim (2017) used CVF to investigate the relationship between CSR and performance in Korean companies. The model has previously been used in empirical research on SMEs, such as in the study by Brettel, Chomik and Flatten (2014). The CVF is, according to Kwan and Walker (2004), a useful tool that has been used in several fields of organisational research since its original development in 1983. Kwan and Walker (2004) conducted a study with the purpose of finding both empirical and theoretical evidence that supports CVF. Prior to this, the CVF was mainly employed when one had the intention to describe the culture of an organisation. The authors now found evidence that successfully validated the framework to be used when differentiating one firm's culture from another (Kwan & Walker, 2004). However, Schein (2010) argues typologies of organisational culture to offer limited insights in the complex cultural patterns of a firm, which may suggest CVF to be insufficient to understand and describe all aspects of organisational culture in great depth, as it limits the focus to only a few abstract dimensions. Despite this, Schein (2010) claims that cultural typologies could still be useful when comparing different firms to one another. Regardless of the restrictions of the model, one may still regard CVF as an appropriate tool for the research of this thesis as it merely attempts to understand how attributes may affect sustainability integration. The framework gives examples of accurate, common and important cultural attributes, which may be used for the study. Yet the authors must still consider that typologies may fail to capture all aspects of an organisational culture.

2.2.1.1 Competing Values Framework

The CVF (Figure 1) is a two-dimensional model that aims to describe organisational focus and categorises organisational culture into four types. The vertical axis has two antipoles and depicts a range of cultural attributes, from flexibility and change on one end to stability and control on the other. The horizontal axis ranges from internal focus on the left hand side, to external focus on the right. These dimensions represent where the organisation most prominently places its value and focus (Lee & Kim, 2017). According to Linnenluecke and Griffiths (2010), the two dimensions compete with one another. The vertical dimension mirrors whether the organisation has a high need for order and control, where formalities such as supervision systems and rules are emphasised. In contrast, the organisation may value adaptability and the social climate is a means for coordination and control. To accomplish the desired goals of the organisation, tools such as internal socialisation, employee training and peer pressure are utilised. The horizontal axis reflects whether the organisation values its internal capabilities or rather concentrates on how external demands influence the environment it operates in (Linnenluecke & Griffiths, 2010; Goodman, Zammuto & Gifford, 2001). Together, these dimensions form a matrix that divides organisational culture into four types, each characterised by its own set of specific attributes. Starting from the upper left corner, the four quadrants are clan culture, adhocracy culture, hierarchical culture and market culture, each described in detail below.
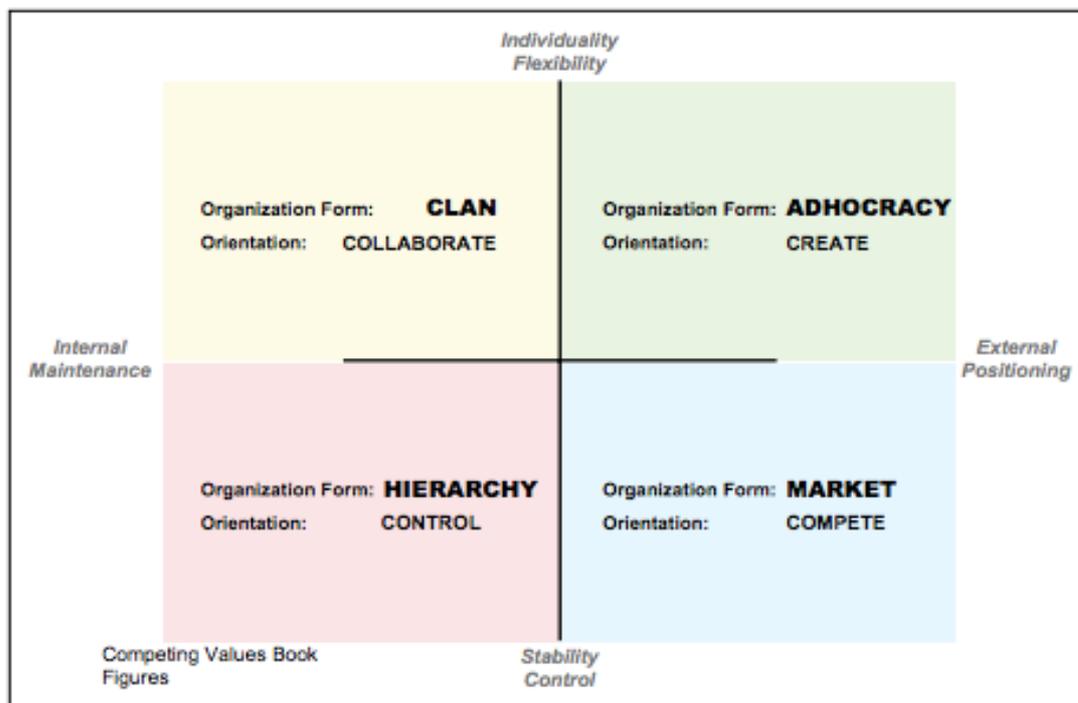

Figure 1. Competing Values Framework (Cameron, Quinn, DeGraff & Thakor, 2007)

2.2.1.1.1 Clan Culture

The clan culture, also referred to as group culture (Goodman et al, 2001), is characterised by a high degree of internal focus and flexibility and is widely associated with morale and human relations (Goodman et al., 2001; Linnenluecke & Griffiths, 2010). Due to great concern for human relations, organisations with a clan culture tend to prioritise social interaction, employee participation and involvement (Linnenluecke & Griffiths, 2010). The members of the organisation could be viewed as one big family, and collaboration, trust and loyalty are all of significant value (María del Rosario et al., 2017). Emphasis is placed on the development of human resources, training and decentralised decision-making and this is achieved by means such as open communication and teamwork (Goodman et al., 2001; Linnenluecke & Griffiths, 2010). Lee and Kim (2017) further emphasise the importance of family relationships, shared values and concern for others as characteristics of the clan culture.

2.2.1.1.2 Adhocracy Culture

The adhocracy culture is characterised by a high degree of flexibility in combination with an external focus. According to Cameron and Quinn (2006), the culture emerged in response to an overload of information and uncertain market conditions during the industrial age, which resulted in organisational need for flexibility, creativity and adaptation to new circumstances to counter this ambiguity. An entrepreneurial and dynamic organisational environment was needed to create new ideas in reaction to the greater risks. In the adhocracy culture, flat hierarchies and cross-functional teams may occur as an expression of the flexible organisational structure (Tong & Arvey, 2015). Communication is characterised by a horizontal flow and the leadership style tends to be visionary, which fosters an environment of experimentation and innovation. The innovative climate contributes to creation of new knowledge in addition to novel products and services, which may be a source for organisational and market growth (Linnenluecke & Griffiths, 2010; Cameron & Quinn, 2006; Goodman et al., 2001).

2.2.1.1.3 Hierarchical Culture

The hierarchical culture, sometimes referred to as internal process culture, possesses the characteristics of stability, control and effectiveness (Quinn & Cameron, 2006). Some researchers label the internal process culture as formal and hierarchical (Linnenluecke & Griffiths, 2010; Helfrich, Mohr, Meterko & Sales, 2007). Organisations characterised by the hierarchical culture tend to have an internal focus and structure in work routines. Information and instructions flow in a vertical direction, thus authorities are regarded with respect and compliance (Tong & Arvey, 2015; Linnenluecke & Griffiths, 2010; Helfrich et al., 2007). The internal process organisation reflects a unified acceptance of rules and regulations, which in a stable external environment can be beneficial to the production of goods and services. Possible restraints in a hierarchical culture are related to the formalisation of processes, which may hinder the capitalisation of valuable employee ideas (Cameron & Quinn, 2006).

2.2.1.1.4 Market Culture

The market culture, also referred to as rational culture, is characterised by a result-oriented organisation (Cameron & Quinn, 2006). These organisations place emphasis on competitiveness between both people and organisations (Cameron & Quinn, 2006; María del Rosario et al., 2017). The end goals which are important to these types of organisations are productivity and efficiency (Goodman et al., 2001; Linnenluecke & Griffiths, 2010). As a means of achieving such goals, rational organisations are often strongly focused on goal-setting and planning, for the entire organisation and the individuals in it (Cameron & Quinn, 2006; Linnenluecke & Griffiths, 2010). Managers in organisations with a strong market culture are very demanding and tough with their employees and their role in rational organisations are described as drivers, producers, and competitors (Cameron & Quinn, 2006).

2.3 Organisational Culture and Sustainability

Scholarly authors suggest a link between organisational culture and sustainability, many propose that a precondition for success with regards to sustainability may be the organisational culture itself (Lee & Kim, 2017; Burke & Logsdon, 1996; Baumgartner, 2009). Authors such as Timisoara and Onea (2013) more specifically stress the importance of anchoring a culture which focuses on certain values, such as respect for others and concern for employees, to achieve sustainability. Despite the proposed importance of the relation between the two fields, Soini and Dessein (2016) state that although the term "cultural sustainability" has been frequently used in a wide range of contexts, few have, in a systematic and analytical way, shown how the two phenomena interrelate. The reason may be that both terms are vague and ambiguous individually (Soini & Dessein, 2016), possibly making the subject challenging to study. However, one attempt to theoretically interlink these two topics is the conceptual framework of culture-sustainability (Figure 2) which is a framework attempting to concretise and describe sustainability in the levels of corporate culture. Dasgupta and Vaghela (2015) use Schein's (1985) model, "three levels of culture" to build upon. Underlying assumptions, espoused values and the visible culture are applied to the sustainability context (Dasgupta & Vaghela, 2015). At the level of "underlying assumptions", which represent the core of the organisation, sustainability culture is based on aspects such as human factors and ecological values and represent the beliefs and perceptions of the organisation. The inner level of sustainability is represented by values, culture change and HR interventions (Crane, 2000). The outward level of sustainability culture is shown through sustainability reports, operational manuals and/or processes and training and development (Dunphy, Griffiths & Benn, 2003).
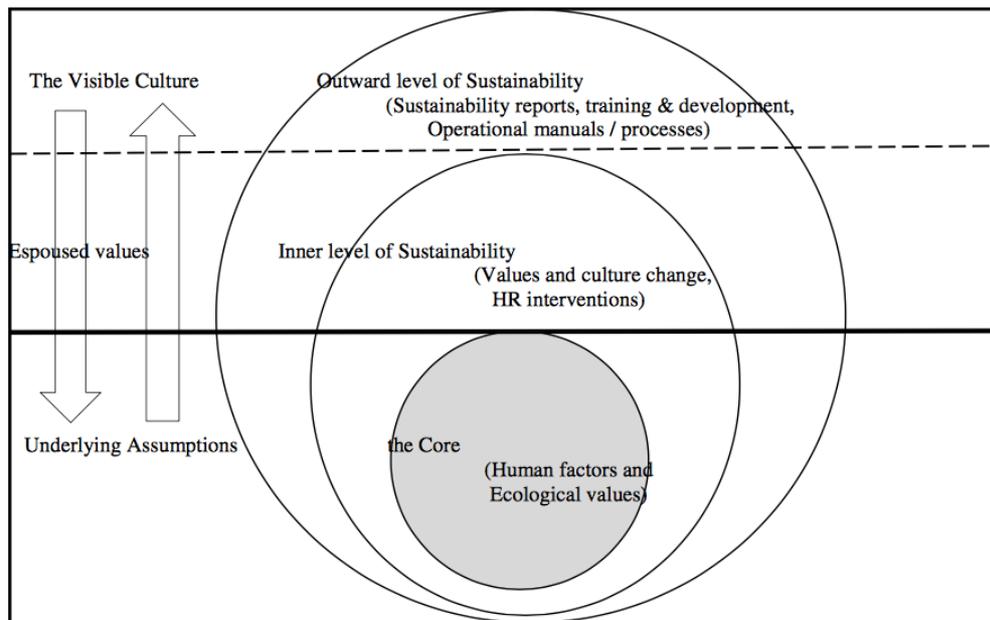
Figure 2. The Conceptual Framework of Culture-Sustainability. (Dasgupta & Vaghela, 2015)

2.4 Competing Values Framework and Sustainability

Previous research conducted in the area of sustainability and organisational culture attempts to establish a relationship between cultural types and the integration of sustainability. For instance, Lee and Kim's (2017) study uses the CVF culture types to establish a relationship between CSR and firm performance. The survey of 164 Korean companies shows that when either clan or market culture dominate in a firm, this may strengthen the relationship between CSR and financial performance. However, when a firm is mostly drawn to an adhocracy or a hierarchy culture, the positive financial effects of CSR tend to decrease. A somewhat similar study was performed in Japan, where Sugita and Takahashi (2013) investigated the organisational culture of 109 firms and how the different culture types were linked to performance on environmental management. The survey suggests that an adhocracy culture might provide a positive relationship with environmental performance and that a very dominant hierarchy culture may create obstacles to effective implementation of environmental friendly practises. Sugita and Takahashi (2013) suggest that the adhocracy and hierarchical cultures could embody a good combination to increase environmental performance. Further, María del Rosario et al. (2017) studied a sample of 130 hotels in Mexico in an attempt to investigate the relationship between organisational culture and eco-innovation in the hotel industry. The study found that the adhocracy culture tends to be linked to greater eco-advantage, as an external- and flexible-oriented culture encourages innovation, radical change and adaptability, which helps to go beyond existing processes and procedures to generate new ideas of eco-innovation. Further, a hierarchical culture is found to have a somewhat limiting effect on experimentation and creativity, while the clan culture might be favourable for innovative eco-implementation as leadership, loyalty and staff involvement foster a favourable climate. Übius and Alas (2009) further illustrate the relationship between the

CVF's cultural types and CSR by conducting an empirical study in eight countries. The authors investigate how the dominating cultural type predicts a firm's response to stakeholders' interests, in addition to level of performance about engagement in social issues. One of Übius and Alas's (2009) main findings is that a firm with a market culture type may fail to take all stakeholders into account when conducting CSR. The below sections illustrate implications for sustainability of each cultural type in greater detail.

2.4.1 Clan Culture and Sustainability

In the analysis of a human-relationship focused culture, Linnenluecke and Griffiths (2010) theoretically discuss how emphasis on relationships, interaction and a work environment which is considered humane may affect sustainability orientation. Linnenluecke and Griffiths (2010) state "human relations culture will place greater emphasis on internal staff development, learning and capacity building in their pursuit of corporate sustainability" (p.361). Further, Lee and Kim (2017) argue that an emphasis on relationships among the individuals in the organisation, especially apparent in the clan culture, creates a favourable attitude among the employees which in turn is helpful to initiate CSR practices. This might partly be due to the strong alignment between the objectives of the employees and the organisation, which may increase the incentives for employees to participate in CSR activities. Furthermore, this enabling link between CSR and relationship-orientation is enhanced when employees trust the firm and feel appreciated by it (Lee & Kim, 2017). Linnenluecke and Griffiths (2010) further argue that clan culture may establish a very distinct ethical standpoint concerning for instance bribery, workplace diversity and fraud. A clan culture tends to have concern for their employees, promote work-life-balance (Linnenluecke & Griffiths, 2010) and provide the employees with education that creates a good work environment, which in turn promotes the social sustainability of the firm (Lee & Kim, 2017).

2.4.2 Adhocracy Culture and Sustainability

Linnenluecke and Griffiths (2010) theoretically describe how companies characterised by an adhocracy culture have a high external focus, which acknowledges the need to let the external environment affect internal behaviour. These types of organisations are flexible to change and adapt well to turbulent conditions in the marketplace (Linnenluecke & Griffiths, 2010). The authors suggest that corporate sustainability therefore relies on innovation to solve ecological and social issues. Lee and Kim (2017) argue that an adhocracy culture attempts to achieve sustainability through a high focus on innovation, as a response to keeping up with changes in the external environment. An adhocracy culture continually takes risks as it attempts to make innovations that mirror the external environment. Willingness to take to risk may, according to Jansson, Nilsson, Modig and Vall (2015), increase engagement in sustainability. In addition, the adhocracy culture tends to be good at creating novel approaches to solving societal and environmental issues.

2.4.3 Hierarchical Culture and Sustainability

Linnenluecke and Griffiths (2010) theoretically suggest that companies with a hierarchical culture focus on internal processes and consider economic performance to be of the highest importance. As a result, hierarchical organisations' main focus for sustainability regards long-term profitability, economic performance and growth. However, the authors state that a pure focus and achievement of economic sustainability is insufficient when creating sustainable organisations (Linnenluecke & Griffiths, 2010). In Lee and Kim's (2017) study of Korean companies, the authors indicate that the hierarchical culture places much emphasis on efficiency and maintenance of high control of the organisation through internal rules and stability. This means that CSR is a responsibility of management and that employees are less engaged in sustainable initiatives. The authors further suggest that the hierarchical culture focuses on short-term results, which might hinder the adoption of socially responsible practices (Lee & Kim, 2017). Goodman et al. (2001) state that this may be the organisational cultural type that demonstrates the highest resistance to change.

2.4.4 Market Culture and Sustainability

In companies with dominant market culture traits, rationality is the focus of the company culture. Linnenluecke and Griffiths (2010) theoretically suggest that the sustainability orientation of such firms may emphasise the strategic direction that is particularly suitable for serving environmental demands. Such efforts are heavily dependent on rational organising and planning. Cameron and Quinn (2006) explain that goal-setting and planning are crucial to a market culture. Galpin et al. (2015) stress the importance for sustainability strategies to be incorporated in the firm's goal-setting, as embedding sustainability into goal-setting and planning may enable integration of sustainability in the firm's strategy. Lee and Kim (2017) suggest that the market culture prioritises the interests of external stakeholders and thus this type of organisation is more concerned with how the image of the company is perceived in the eyes of the shareholders. María del Rosario et al. (2017) highlight that efficiency, which is highly important in market culture, can lead to reduction of negative externalities generated by the firm. This is because the interest in efficiency may reduce the consumption of inputs used in the production process.

2.5 Summarising the Frame of Reference

To summarise, the frame of reference introduces the reader to basic sustainability theory, and organisational culture theory and frameworks. Later in this thesis, the CVF is used as a working definition for organisational culture types, and their traits. This framework is integrated in the interview questions, as well as the analysis section. The TBL is utilised to evaluate the engagement and integration of sustainability in the firms. In order to connect theory about organisational culture and sustainability, the conceptual framework of culture-sustainability is used. The reason for this working method is to formulate interview questions and provide basic ideas around how sustainability engagement is shown at different levels of culture.

Name of theory	Type of theory	Aspects of theory
Competing values framework (CVF)	Culture	Clan
		Market
		Hierarchical
		Adhocracy
Triple bottom line (TBL)	Sustainability	Enviormental
		Social
		Economic
The conceptual Framework of Culture-Sustainability	Culture and sustainability	The Visible Culture
		Espoused Values
		Underlying Assumptions
		+
		Outward level of Sustainability
		Inner level of Sustainability
		The Core

Table 1. Summary of theoretical framework

3 Methodology

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This section concerns methodology, which is the philosophy and approach chosen for this thesis. The section consists of an in-detail description of how this study is conducted. The aim of this section is to provide the reader with a validation of the choice and appropriateness of the chosen method.

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3.1 Research Methodology

Research methodology refers to how the research is designed and whether the nature of the research is exploratory, descriptive, or causal. It further explains the motives behind the choices of method, collection of data and analysis (Ghauri & Grønhaug, 2010). Exploratory research aims to explore the research question in greater depth, in order to understand the core of the problem, and thus the purpose is not to offer a final answer (Saunders, Lewis & Thornhill, 2016). The methodological choice for this research is exploratory as the issue being explored is fairly open-ended. Hence, the unstructured nature of the problem does not provide an optimal fit with either a descriptive or a causal approach, as these require a more specific understanding of the problem (Ghauri & Grønhaug, 2010). The exploratory approach is the most appropriate choice as this research is constructed in a way where the authors approach the field of study without being sure of what the findings will be, meaning that the direction of the research strategy must allow for adjustments and flexibility. Moreover, to conduct an exploratory study is consistent with the research question of this thesis, as it aims to answer *how,* which is stressed by Saunders et al. (2016).

3.1.1 Research Philosophy

The research philosophy addresses the author's perspectives and beliefs about the way data is collected, analysed, and interpreted, and serves as a basis for the underlying assumptions of the authors (Saunders et al., 2016). Collis and Hussey (2014) mention two primary paradigms; interpretivism and positivism. Research conducted with a positivism philosophy usually seeks to establish relationships between variables and scientifically prove them, in order to generate new "positive information". A researcher with positivism as a philosophical framework commonly employs a quantitative method (Collis & Hussey, 2014). In contrast, interpretivism includes the analysis and interpretation of qualitative data. It is based on the assumption of a highly subjective social reality and aims for description, explanation and understanding (Collis & Hussey, 2014). This paper conducts research with an interpretivism philosophy, as data is collected with a qualitative method. This perspective is based on the assumption that multiple perspectives of reality exist, and thus the source of knowledge is considered valid when gathered through subjective interactions with participants.

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3.1.2 Research Approach

According to Ghauri and Grønhaug (2010), one may draw conclusions and consider what is true or false with two different approaches. The inductive approach is commonly associated with qualitative research and aims to link empirical findings back to already existing theory and knowledge. The process is as follows: empirical observations constitute the source of findings, which in turn is incorporated and built back into existing theory, and thus the observations are used to draw general conclusions to improve already established theories (Ghauri & Grønhau, 2010). However, Ghauri and Grønhau (2010) emphasise that it is important never to consider the conclusions to be 100 per cent certain, as even a substantial amount of observations might yield an incorrect conclusion. A deductive research approach usually begins by considering the general view of a phenomenon and then the researcher selects a particular matter, within the general assumption, to focus on (Collis & Hussey, 2014). The deductive research approach develops one or several hypotheses from known knowledge. The aim is to reject or accept these hypotheses with logical reasoning, however the conclusions drawn may not be entirely true to the reality even if the reasoning is coherent (Ghauri & Grønhau, 2010). Furthermore, Saunders et al (2016) mention a third alternative, abduction, which is a combination of the two. The abductive approach is used in this thesis as it initially uses a solid model, namely CVF, as a basis for gathering empirical material. This provides a theoretical pre-understanding of the reality, which is associated with a deductive approach. Later, an inductive approach is adopted when the empirical findings are gathered with the aim to build it back into existing theory, instead of building a new theory or model. Thus, the approach of this thesis is to move back and forth between the two approaches to draw the final conclusion.

3.2 Method

Ghauri and Grønhau (2010) state that the research method "...can be seen as tools or ways of proceeding to solve problems" (p. 37). Collis and Hussey (2014) highlight two approaches which authors may use to address their question(s) of research: quantitative and qualitative. Quantitative research is designed to collect quantifiable data which is analysed by use of statistical methods. At times, new data might not be collected, but existing data is instead gathered from databases or archives and analysed in a new context (Collis & Hussey, 2014). Qualitative data, on the other hand, includes non-numerical data which commonly is considered to be holistic, rich and real as it provides more closeness to the problem (Ghauri & Grønhau, 2010). The qualitative research is characterised as unstructured as it has a flexible and exploratory design and aims to gain greater insight (Ghauri & Grønhau, 2010).

This paper uses a qualitative method as it is suitable in order to gain insights regarding the topic being investigated, where previous research may be modest and underexplored (Ghauri & Grønhau, 2010). The problem in this thesis concerns the influence of organisational culture on sustainability integration in SMEs, a subject where more information could be valuable, since the topic has received sparse attention up to this point. A qualitative method can be

helpful to grasp elements of the SMEs' organisational culture and how it may facilitate or hinder the integration of sustainability. To elaborate further, the use of a qualitative method is appropriate as the problem concerns the experience and behaviour of organisations (Ghauri & Grønhau, 2010), namely the SMEs participating in this study.

3.2.1 Case Study

A case study is a qualitative method that employs means such as interviews and observations to gather data. The phenomenon is studied in its natural setting since this offers the possibility to consider several variables and concepts that otherwise would have been challenging to grasp (Ghauri & Grønhau, 2010). A case study approach is suitable to address "how" and "why" (Yin, 2014) and hence the approach is appropriate in this thesis as the purpose regards how organisational culture influences the integration of sustainability.

According to Yin (2014), "how" and "why" can be addressed by methods such as case study, experiment, or history. A case study is favourable for this thesis since it generates new data. A history study relies solely on data gathered prior to the research and no new data can be collected (Yin, 2014). Experiments are commonly performed in a field setting and includes one or two isolated variables which the researcher can manipulate to generate a result (Yin, 2014), whereas this study does not aim to control or manipulate behaviours of the SMEs.

3.2.2 Case Design and Selection

Yin (2014) suggests case studies consist of either one single case or multiple cases. A single case design is suitable when a case is considered to be mainstream, highly extreme or critical, when the same case is studied at different points in time, or when it is of revelatory nature (Yin, 2014). The use of a single-case study may sometimes be vulnerable to criticism as the findings originate from a single source, which may be insufficient in order to draw conclusions applicable to other cases (Yin, 2014). This thesis uses a multiple case study, meaning that more than one SME is studied, since this provides the advantage of more insights which enables authors to draw more general conclusions. Further, the authors have an interpretivism research philosophy, meaning that the aim is to create in-depth understanding of a phenomenon and with this philosophy, the sample may not be required to be of statistically viable size. This thesis uses a multiple case study of six SMEs to gather the rich and in-depth information suggested by this philosophy. This small sample size might limit generalisability of results, as findings may be biased (Collis & Hussey, 2014). Thus, discretion is needed in the selection process of the sample.

Since the purpose of this thesis regards the integration of sustainability in SMEs, the authors select firms that currently integrate sustainability in their business. As these companies have experience of integrating sustainability, the information collected may contain more valuable insights of how organisational culture influences the integration process. Therefore, the cases

are selected based on three main criteria. The first selection criterion is that the firm operates in the Jönköping region, as this is the area where the research takes place. The second criterion is that the firm is classified as an SME, according to the definition provided in the introduction chapter of this thesis. The third criterion is that the firm performs recognised sustainability work. In this thesis recognised sustainability work means that the company has implemented the environmental management system ISO 14001, in combination with statements of commitment to sustainability on the company website. Alternatively, the SME dedicates an entire department that addresses the firm's sustainability integration. Since departments for sustainability are rarely found in SMEs, the existence of such a department further indicates that the company is committed to perform sustainability work. The process to select SMEs in the study starts with the use of the website isoregistret.se, where companies that have implemented ISO 14001 can be found, and which lists 67 certified companies in the Jönköping region. Next, the number of employees of these companies is confirmed with use of the website allabolag.se, and the company websites of the SMEs are scanned to identify visible attributes or departments of sustainability. In addition, allabolag.se is used to find non-certified companies in the region, that could be of relevance to the study as they perform significant sustainability work, with an aim of increasing the diversity of the cases. SMEs that fulfil the above criteria are listed and contacted by phone or email, to ask if they are interested in participating in the study.

3.2.3 Data Collection

To fulfil the purpose of this thesis, the authors collect primary data. Primary data is data which is collected for the specific study at hand. Different ways to collect primary data exist, and include techniques such as interviews, surveys, and observations. Secondary data is mainly derived from sources such as journal articles, books, and published statistics (Ghauri & Grønhau, 2010). In this study, primary data is collected through qualitative semi-structured interviews with the person in charge of environmental and sustainability concerns in the SME. Additional primary data for this research is gathered through structured interviews with three employees and middle managers in the SME. The aim of the structured interviews is to categorise the dominant cultural type of the SME. This in turn provides a structure to analyse the findings generated from the semi-structured interviews.

3.2.3.1 Semi-structured Interviews

The first method used to collect primary data is semi-structured interviews with open-ended questions. Unlike closed-ended questions, open-ended questions are used to encourage the interviewee to speak freely, as this generates a more in-depth answer required by a long and more thoughtful attempt to answer the question (Collis & Hussey, 2014). The choice to perform interviews, instead of distributing a survey, is based on the fact that managers usually have time constraints and are therefore reluctant to write down long and detailed answers (Saunders et al., 2016). In addition, conducting semi-structured interviews may offer the

advantage for the interviewer to more easily grasp the perspective of the interviewee (Collis & Hussey, 2014). As the research question of this thesis is formulated to answer a *"how"*, semi-structured interviews may be beneficial as they allow follow-up questions. Semi-structured interviews are non-standardised as the researcher commences from a structure of themes and topics to cover during the interview but leaves room for follow-up questions that may vary depending on the nature and flow of the conversation (Saunders et al., 2016). When the research philosophy is interpretivism and the study is exploratory, semi-structured interviews are preferred according to Saunders et al. (2016). In order to fulfil an exploratory purpose, it may be favourable to utilise this method, as it provides a greater likelihood of understanding the motivations behind decisions (Saunders et al., 2016). Further, the interviews are conducted face-to-face, at a location chosen by the interviewee, to assure convenience and ease for the participant (Saunders et al., 2016). The interviewees are selected on the basis of involvement in sustainability work in the firm and are either the manager/owner or the head of sustainability. The interviews are conducted in Swedish to further ensure convenience for the participants.

Nevertheless, the choice of method has limitations. What may pose as a challenge with semi-structured interviews, is that they require a solid foundation of knowledge regarding the topic that is being covered in the interview (Ghauri & Grønhau, 2010). To minimise the impact of this challenge, the authors decided to conduct the interviews only after finalising the theoretical framework, as such basis may provide an extensive foundation of knowledge. Another limitation to this method concerns social desirability bias, which results in difficulty to get truthful answers, especially if questions are perceived as somewhat sensitive to the interviewee (Ghauri & Grønhau, 2010). As an attempt to minimise this, the authors assure anonymity to every individual participating in the study. Furthermore, the quality of the data gathered in the interview relies heavily on the skills of the interviewer (Ghauri & Grønhau, 2010). As the authors of this thesis have limited experience in conducting interviews, this may be considered as a weakness, due to the choice of method.

3.2.3.1.1 Interview Guide Construction

The interview guide for the semi-structured interviews is constructed in four sections. The questions are formulated around two frameworks, the CVF and the three levels of organisational culture adapted for sustainability. The CVF is used to formulate semi-structured interview questions, using keywords generated from the model, enabling the analysis to be based on attributes from organisational culture typologies. The three levels of culture contain examples and descriptions of different aspects which are a part of culture. The obvious purpose of asking questions at all three of these levels is to give the empirical data a well-rounded base, with links to overall culture. Had this not been kept in mind, the possible risk could have been to run interviews based around only the visible aspects of culture. The introduction section of the semi-structured interviews is used to give an overview of the interviewee, the history of the company, the company size and the industry which the

company operates in. In order to understand the interviewees' perceptions of sustainability, the next section of questions is asked. These questions are designed to provide insight into how companies view their own sustainability work, and to allow interviewees to describe in their own words the purpose and angle of their sustainability work. The next step involves asking the participants about processes or systems which they have integrated for sustainability, enabling further questions on how they perceive different values of their organisational culture to affect the integration of sustainability. This section gives the opportunity to link two aspects of the three levels of culture framework together, namely "visible" culture, which contains processes and systems, and the underlying values of the organisation. The most difficult aspect to examine through interviews is the "core" of organisational culture. As it is based on underlying assumptions, it is often difficult, if not impossible to formulate in words. Therefore, the authors attempted to examine these aspects through the structured interviews.

3.2.3.2 Structured Interviews

According to Saunders et al. (2016), a structured interview may be conducted with the use of a questionnaire. In a structured interview, the questions remain the same for each respondent, and they can select their answer from an already set range of alternatives. Normally, structured interviews are used for a descriptive purpose (Saunders et al., 2016). In this case, the structured interviews are only intended to fulfil the purpose of part of the study, while semi-structured interviews are conducted for the exploratory purpose and aim to provide data for the core problem of the research. To collect primary data that helps to categorise the type of organisational culture in SMEs, the Organisational Culture Assessment Instrument (OCAI), developed for the CVF, is used. The OCAI (Appendix 2) was created by Cameron and Quinn (2006) and is validated as an appropriate instrument to measure organisational culture by Heritage, Pollock and Roberts (2014). The OCAI is distributed to three employees of the SME: the person in charge of sustainability concerns, one employee and one middle level manager. This approach is chosen as one may assume the impression of culture to vary at different hierarchical levels in the organisation, which is supported by Cameron and Quinn (2006) who emphasise the importance of having people from different levels in the organisation to answer the OCAI.

Since it is important for the respondents to clearly understand the statements of the OCAI, a Swedish version of the questionnaire is used when conducting the interviews. The authors read the statements to the respondents who verbally allocated points to the different statements. The original OCAI contains some academic words that may be difficult to understand even when translated into Swedish, however the authors aimed to keep the OCAI as similar as possible to the original version to ensure validity.

3.2.4 Data Analysis

As the semi-structured interviews are audio-recorded, the first step taken before analysing the data is transcription. As suggested by Saunders et al. (2016), the authors transcribe the interviews the same day as the interview is held, to ensure that the conversation is still fresh in the mind of the interviewer. Since all information collected might be relevant for the analysis, the entire interview is transcribed, in Swedish, word by word, to ensure that all details of the data collection are preserved. The next step is to summarise the information from each interview and sift out the data that can aid the authors in answering the research question of this thesis. The result is presented in the chapter of empirical findings. Later, the findings of each case are compared to the others in a cross-case analysis. This is to reveal similarities, patterns and common statements between the cases that can be later be summed up in a more generalised conclusion.

The OCAI consists of six questions or dimensions, where each question is linked to four alternative answers (A, B C and D) representing each of the cultural types in CVF. The respondent is to distribute 100 points between the four alternatives of each question. All A alternatives represent clan culture, B is for adhocracy culture, C is for market culture and D is for hierarchical culture. If one alternative is considered more important than another, more points are allocated to that alternative. As a result, the alternative that is given the majority of the points represents the cultural architect type that is most prominent in the organisation. The alternative given the least points is the culture that is least present in the organisation. The points from the three participants of each SME are added together and plotted into Excel, where an average of each dimension is calculated. The result of the OCAI reveals the most prominent organisational culture type, which is further associated with certain attributes. The results from the OCAI are presented in a diagram, which is easily interpreted as the dominating culture is apparent. The SMEs' most dominant culture type is used to link the culture back to certain characteristics and attributes presented in CVF and mentioned in the frame of reference. Attributes that are associated with the cultural types are used to categorise data and later to assist in the analysis of a link between certain cultural characteristics and sustainability integration in SMEs.

3.2.5 Quality Criteria

Yin (2014) suggests four important criteria that may be applied to ensure the quality of research outlined as a case study; reliability, construct validity, internal validity and external validity. However, according to Yin (2014) and Saunders et al. (2016), internal validity is not applicable to exploratory research purposes.

3.2.5.1 Reliability

According to Saunders et al. (2016), a study should be replicable and generate the same results in order for it to be justified as reliable. Saunders et al. (2016) mention four possible

factors that may pose as threats to reliability; participant error and bias, as well as researcher error and bias. In this thesis, participant error is mitigated as the semi-structured interviews are conducted at a location and time chosen by the interviewee, as suggested by Saunders et al. (2016). Participant error includes effects of timing, as a stressful schedule might result in overhasty answers (Saunders et al., 2016). To reduce the risk of false answers, all interviews are conducted anonymously, and results are not disclosed to anyone else in the organisation and treated confidentially, which according to Saunders et al. (2016) is a helpful technique to mitigate participation bias. This is as it helps to avoid a situation where the respondent gives a false or incorrect answer due to feeling uncomfortable under the circumstances of the interview (Saunders et al., 2016). Further, the researchers made sure to come well-prepared and arrive in time to the location of the interview, as this according to Saunders et al. (2016) is appropriate to avoid researcher error. Researcher error concerns misinterpretations of the respondents caused by for instance poor preparation and fatigue of the researcher (Saunders et al., 2016). The researchers further use the interview guide to structure the interviews and attempt to avoid leading questions. This is to overcome the researcher bias, which refers to when the interviewer allows his or her own subjective view to influence the interpretation of the respondent's answer (Saunders et al., 2016).

3.2.5.2 Construct Validity
Construct validity is according to Yin (2014) "the accuracy with which a case study measures reflect the concepts being studied" (p. 238). In this thesis, the frame of reference is built upon the key concepts of sustainability. It uses CVF to define organisational culture, in order to theoretically present how sustainability work in SMEs is influenced by organisational culture. To enhance the construct validity, this thesis includes previous studies of sustainability in SMEs in addition to how the CVF cultural types may affect the integration of sustainability in firms. This is in accordance with Yin's (2014) view that researchers can connect their own objectives to key concepts and make reference to other similar studies in order to further meet the quality criteria of construct validity.

3.2.5.3 External Validity
External validity concerns whether the results of a study can be generalised to be applicable in other settings or on a wider population (Saunders et al., 2016). However, Saunders et al. (2016) highlight the complexity in applying external validity to qualitative research and suggest transferability as an alternative criterion to ensure quality of the research. Transferability can be assured as the authors provide the reader with a detailed description of research question, background, study design, results, and interpretations, to provide the opportunity to evaluate the transferability of the research in another setting of interest to the reader (Saunders et al., 2016). The authors of this thesis therefore attempt to assure transferability as a full and coherent description of the study is provided from background

though to conclusion. Hence, it might be assumed that a similar study can be performed in a situation similar to the context described here, where similar results may be expected.

3.2.6 Research Ethics

In conducting research, it is important to act ethically with regards to the study participants and the individuals that may read the paper (Saunders et al., 2016). The authors of this thesis assure privacy and confidentiality, since anonymity is offered to all companies and interviewees. Given that the participants are anonymous, the likelihood increases that the answers provided in the interviews are more reliable and honest (Saunders et al., 2016). Prior to the interview, all participants are also informed that the thesis will be available for the public to read. Additionally, the authors must take responsibility and maintain the confidentiality when analysing the primary data and do so by not making any changes to the original statements generated from the interviews (Saunders et al., 2016).

4 Empirical Findings

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This section summarises the data gathered in the structured and semi-structured interviews. Initially, a table provides a brief overview with general information about all the cases. Then follows an OCAI-diagram which illustrates the dominant organisational culture type and a description of each case. The case description is structured as follows. First the way the case integrates sustainability in their business in described. Next, the organisational culture is described by the interviewee(s). Finally, how the interviewee(s) perceive certain cultural attributes to influence the integration of sustainability is presented.

| Case	Interviewee(s)	Industry	Number of employees	Date of the Interview	Duration of Semi-structured Interview
Case A	Manager & Head of Sustainability	Construction	60	28-03-2018	44 min
Case B	Head of Sustainability	Construction	16	26-03-2018	50 min
Case C	Head of Sustainability & CEO	Construction	60	28-03-2018	60 min
Case D	CEO	Advertising	44	05-04-2018	46 min
Case E	CEO	Interior Design	15	05-04-2018	65 min
Case F	Head of Sustainability	Real Estate	163	21-03-2018	56 min

Table 2. Overview of the Cases

4.1 Case A
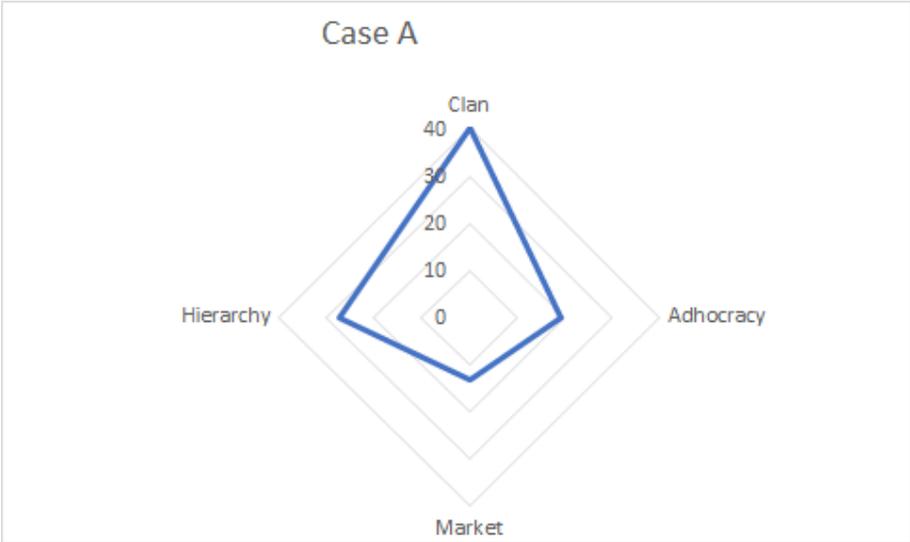
Figure 3. OCAI diagram Case A

4.1.1 Overview of Sustainability and Organisational Culture

Case A operates in the construction industry and has 60 employees. The semi-structured interview was conducted with both the Executive and the Head of Sustainability. The company integrates sustainability through the employment of environmental managements systems. The organisation defines sustainability as an ISO-system that provides a comprehensive template for how to manage day-to-day business activities. They regard all three pillars of sustainability as equally important and realise that neglecting the environmental aspects would have effects on the economic aspects. The main reasons for the company to integrate sustainability are the perceived demands from customers and to comply with the law. Case A also argues that sustainability is important for competition and they claim to be at the forefront of their industry, due to the increased pressure on practises that having an environmental management system implies.

According to OCAI, the most dominant culture type of Case A is clan culture, and the second most apparent type is hierarchy. The interviewees describe the organisational culture to have a friendly spirit as everyone is close and people are allowed to come as they are. In general, the organisational culture of Case A enables the integration of sustainable processes and systems, as the employees are mostly compliant, which aids the implementation of the ISO-system. Case A perceives some resistance to change from employees to be the main obstacle when integrating sustainability, yet the employees seem to appreciate the change as soon as they realise the benefits from the new habit.

4.1.2 How Organisational Culture Influences Sustainability

Case A considers unity and good internal relationships to be vital. According to the interviewees, this facilitates the integration of sustainability since the employees have an emotional connection and feel for the company to some extent and view it as more than just a job. Employees are willing to work towards common goals and are more willing to work with the ISO-templates as there are good relationships between management and workers. Case A values stability and efficiency and argues that these are fundamental parts of their business, which contributes to the creation of a more structured work environment. As the structure of each project is alike, the integration of sustainability is enabled since employees are able to hand over sustainability projects to colleagues without detailed instructions. Efficiency contributes to lower costs and stability creates a more orderly workplace, which yields less scrap. Flexibility is crucial for the organisation, as they claim it is a prerequisite for their ability to compete with rivals, due to the smallness of the firm. Thus, the interviewees suggest flexibility does not have any effects on the integration of sustainability. Case A has a risk averse culture, meaning that that each new investment and project relies on extensive calculations. Case A does not perceive itself as a radical innovator but tries to think outside the box. This affects sustainability, as employees sometimes are encouraged to adapt a more sustainable mind-set through for instance car-pooling. Overall, Case A considers integration of sustainability to be a continual process, which requires maintenance.
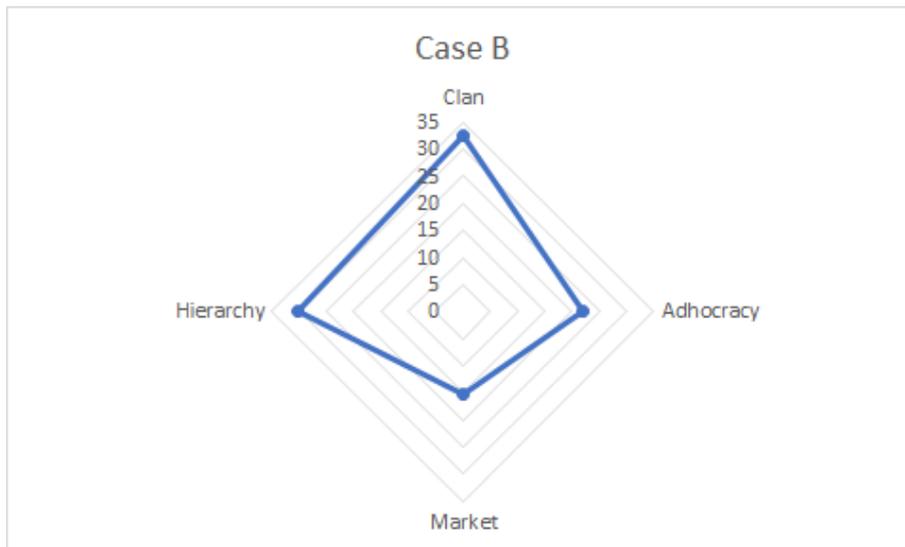
4.2 Case B

Figure 4. OCAI Diagram Case B

4.2.1 Overview of Sustainability and Organisational Culture

Case B is a family business in the construction industry. The interview was conducted with the Head of Sustainability. For Case B, sustainability means having a long-term perspective when it comes to investments in equipment, where focus is on quality and longevity in order not to contribute to unnecessary consumption. Case B works with an environmental management system and the integration of sustainability is mainly guided by its policies. The interviewee elaborates on that, as it is a constant process that implies a lot of work, yet they can see the benefits of integrating sustainability. In addition, the firm donates money to charitable projects each year. The firm considers the integration of sustainability to be a prerequisite to stay competitive in the market, and it is therefore also used as a mean to market the firm.

According to OCAI, the most dominant culture type of Case B is clan, closely followed by hierarchy. The interviewee perceives the company's organisational culture as characterised by a very strong focus on internal relationships. The team is small and many of the employees have been with the company for ten, 20 or in some cases 50 years, meaning that they truly value the well-being of the employees at their company.

4.2.2 How Organisational Culture Influences Sustainability

The interviewee considers employees as family. This affects the integration of sustainability as all employees are on the same page and pull the company in the same direction. Meaning that employees are engaged in integrating the ideas initiated by management. The interviewee states that the employees all have an understanding for what management wants for the firm,

and they do their best to aid them in their decisions. The interviewee's view is that if a company did not value relationships, everyone would try to fulfil their own agendas instead of the long-term objectives of the organisation. Stability is considered vital for the company and the interviewee's belief is that the employees, some of whom have been with the company for a long time, contribute to a stable base in the company. The stability in the group and the company overall aid sustainability integration, since it provides a very stable foundation, and the employees all want to assist management in implementing sustainability decisions. Since everyone knows their roles, there is a clear division of work and responsibility. This enables sustainability integration, since everyone does their part in the implementation. Case B chooses to evaluate financial risk quite extensively but is not afraid to make moderately risky decisions if the investment seems to be viable. This has strongly aided the purchase decisions of environmentally friendly alternatives. Although it may be considered as an increased risk to invest in new types of products, the fact that the company is not completely risk averse is deemed to benefit sustainability.

4.3 Case C
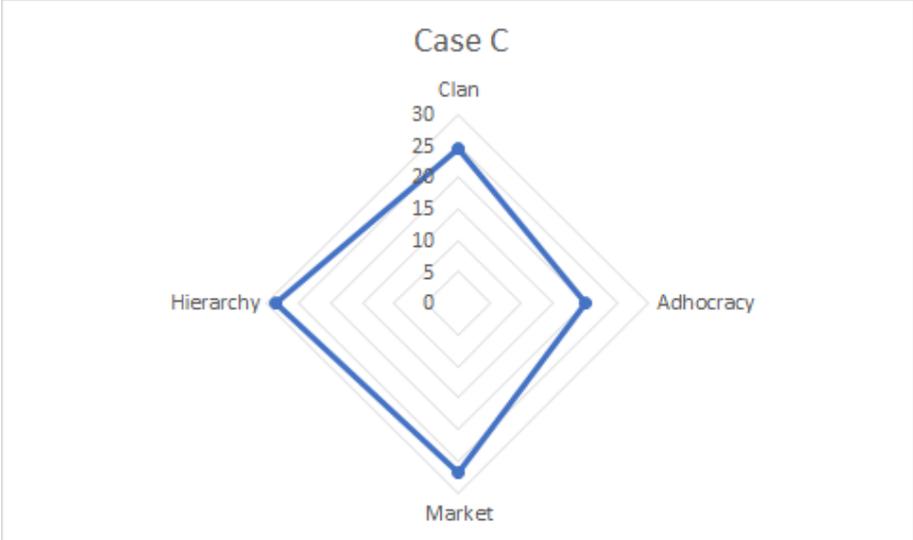
Figure 5. OCAI diagram Case C

4.3.1 Overview of Sustainability and Organisational Culture

Case C, which operates in the construction industry and employs 60 workers, defines sustainability to include the environmental and the social perspective. They claim it is vital to consider sustainability throughout the entire value chain and that this is important in decisions regarding both materials and the work environment for their employees. Case C uses an environmental management system and is certified by ISO. Sustainability is integrated mainly through goal-setting, which aims to change the day-to-day behaviour of all employees. A majority of the work performed includes environmental aspects, and high emphasis is placed on minimising their environmental footprint through efforts with regards to fuel, heating, and

recycling. They recognise the importance of using resources wisely and to take the needs of the next generation into account. Working environment is also important and the company cares about the well-being of their employees. Case C argues sustainability to be essential for the organisation, as they aim to be the best and most professional in their industry.

According to OCAI, the most dominant organisational culture type is hierarchy and the second most apparent culture type is market culture. Case C interviewees indicate engagement, expertise and responsibility to be the values guiding the organisation, which is emphasised for instance as the employees perform self-monitored controls of their work. In general, the high level of expertise among workers enables the integration of sustainability. This is because highly skilled workers find it easy to learn new things, which means that they can perform work with great results, contributing to better economic results for the firm. The self-monitored controls mean that the employee is accountable for their work, which assures well-performed work and fewer mistakes.

4.3.2 How Organisational Culture Influences Sustainability

Case C describe unity and good relationships to be essential, although they recognise it is more difficult to view the company as a family the larger it grows. Good relationships enable sustainability integration as the employees feel for the company and thus make greater efforts for the firm to perform well. Efficiency is something the firm strives for every day, and stability, in the sense of keeping the current employees as well as a stable economic situation, is also crucial. These values influence integration of sustainability in two ways: economic stability means one can afford the higher costs and investments associated with sustainability, and a stable base of employees eases the process of implementing change in the organisation as it is easier to teach one person many minor things than to teach a large number of new employees the same things. However, the interviewees argue that it is a tricky balance to be efficient. Focusing too much on efficiency can result in sloppy work, leading to complaints that will end up costing the company a lot of money. The interviewees claim that what keeps the organisation competitive in the market to begin with is the ability to be flexible. They are renowned for always being able to provide technical solutions, which influences the integration of sustainability positively through contributing to satisfaction among customers. Case C claims to be very willing to take risks, especially when it comes to financial decisions and the number of projects to accept during a period of time. However, few risks are taken when it comes to performing a job and assuring the quality of the job. To accept more projects than what is practically feasible is argued to affect sustainability negatively as it creates a stressful environment for employees, leading to more complaints. On the other hand, risk-taking is positive in the eyes of the customer, as they can always trust the firm to accept a project. Case C does not attempt to be innovative, which they believe could influence on their sustainability both negatively and positively. It is ambiguous, since innovation could lead to great success and competitive advantage. On the other hand, an innovation could turn out to be harmful after a period of time, resulting in a bad reputation for the firm. Therefore, the

organisation attempts to stay updated, but to let competitors try out new innovations to see if they are accepted by the market before they themselves adopt the innovation. The company uses goal setting for environmental results, as it is required by the ISO-system, but relies less on goal setting and planning in general business activities. A low level of goal setting and planning possibly yields a weaker result, as it is more difficult to define expectations for an employee if no goals are set and no result can be measured, affecting sustainability in a negative way.

Overall, Case C considers that the greatest obstacle for integrating sustainability is getting everyone in the organisation to realise the aim and work for the same objective. Employees must think alike and be aware of how they can work for better sustainability. The major enabler is education, as education offers the opportunity to overcome the above mentioned obstacle through giving all employees the same knowledge, which helps to guide to entire organisation in the right direction.

4.4 Case D
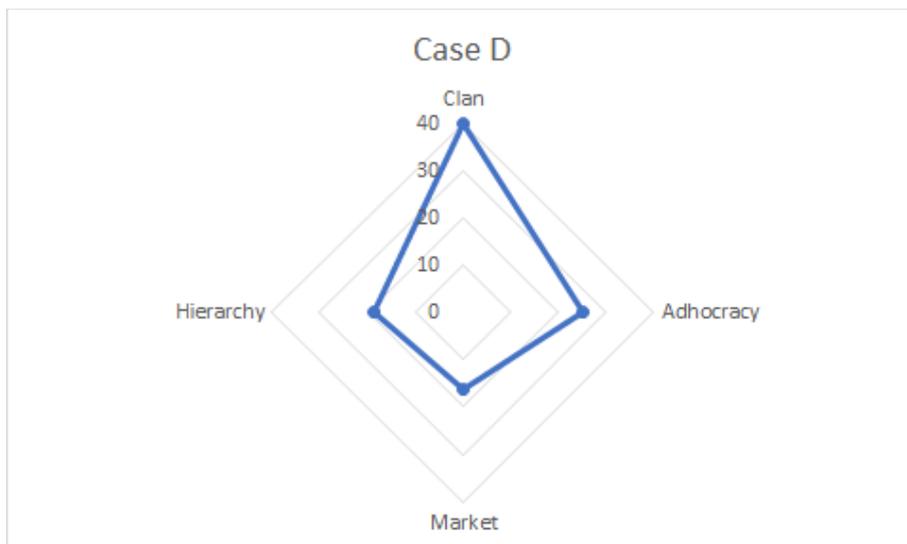
Figure 6. OCAI Diagram Case D

4.4.1 Overview of Sustainability and Organisational Culture

Case D is an advertising company with 44 employees and the interview was conducted with the CEO. Case D divides the integration of sustainability into three parts. First, the environmental aspect, meaning the effect on the planet and where Case D claims to have an indirect effect on the environment as they do not produce physical products. They include the environmental aspect by communicating their customers' sustainability initiatives. Second, the economic aspect, which for Case D implies practising good business ethics, for instance not to collaborate with companies that may cause societal problems, or to deal with bribery. Third, the social perspective, which regards the responsibility towards the society, is visible

through the company's engagement in societal integration of immigrants and cooperation with youth organisations. Case D integrates sustainability strategically and systematically, and work is evaluated once a year. Main reasons given for Case D's integration of sustainability is to attract new employees, as this has grown in importance during the last couple of years. Sustainability is also important as it implies being economically sustainable and using resources wisely. Customer attraction is an additional reason for integration of sustainability, as larger companies may have that as a demand for cooperation.

According to OCAI, Case D's dominant culture type is clan, with adhocracy as the second most apparent type. The interviewee describes that the fundamental mind set of Case D is "have fun and perform well". This mindset constitutes several aspects, such as working together, developing, and helping each other. In addition, Case D puts great emphasis on the involvement of the employees and encourages them to give feedback to each other and generate ideas that can make the work better. To have fun is highly important for Case D as it fosters a creative environment. In general, Case D's organisational culture enables their integration of sustainability as the culture has attributes of curiosity and focuses on having fun, meaning that they are somewhat fearless in trying new approaches. A general obstacle is that the firm is not always in control of all decisions, as the customers control them. This means that it can sometimes be challenging to convince a client to choose the most sustainable alternative.

4.4.2 How Organisational Culture Influences Sustainability

Case D regards unity and relationships as important but explains that the individuals that thrive in the organisation are those who are task-oriented, rather than those focused on building personal relationships. It is important that people do not take criticism and opinions from others personally, as the focus should rather be on accomplishing a task. This mindset affects the integration of sustainability by diversifying the reasons for choosing a sustainability initiative. Meaning that everyone does not have to think alike and agree on why an initiative is taken as the focus is on the task. Stability is important for Case D as it provides processes and systems that give guidelines on how to work. Furthermore, economic stability is important for assurance that the firm will stay in business and enables sustainability as the firm can select freely which initiatives to invest in, without concern for short-term return on investment. Since Case D works directly with customers, there is a high requirement for flexibility in meeting customer demands. However, flexibility can affect the social sustainability aspect negatively, from a work environment perspective, as employees are sometimes required to work overtime. Case D describes themselves as having a fairly risk averse organisational culture, which affects the integration of sustainability ambiguously. With regards to a high risk-preference, betting on one project could naturally turn out to be a great investment. However, through being risk averse, resources can be thoughtfully allocated to projects where resources are needed. Case D is innovative in the sense that they have a trial-and-error-mindset, and the company welcomes new ideas and approaches on how to

conduct tasks. This affects the integration of sustainability, as the firm gladly takes on projects and tasks that are different to what the company has done before. The goal-orientation is high in Case D and all employees are given targets each week, including sustainability targets, which the interviewee explains is a prerequisite for integrating sustainability.

In general, the most challenging aspect of sustainability integration is to systematise processes, in order to make sure that the integration runs smoothly. This can be rather difficult, as the company does not have a full-time employee assigned to such a position. The simplest aspect of sustainability integration is that employees already enjoy discussing societal issues and have a shared interest for sustainability.

4.5 Case E

Figure 7. OCAI Diagram Case E

4.5.1 Overview of Sustainability and Organisational Culture

Case E operates in the interior design industry and has 15 employees. The interviewee is the CEO of the company. Case E emphasises a strong link between sustainability and profitability when it comes to conducting business. It is crucial to make a profit for the business to be able to sustain and deliver in the long run. Sustainability is part of the basic values of the organisation and they view their sustainability activities mainly through three perspectives: the neighbourhood, the employees, and the suppliers. The company strives to make the neighbourhood they operate in a better place by being the "good" company that supports associations and the community as a whole. Case E hires workers that reflect the real distribution of people in the society, and the company attempts to be a role model for other organisations by encouraging them to reflect on their practices. The aim is for employees to feel needed, appreciated and to enjoy the work. Suppliers must produce goods in a way that is

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acceptable, sustainable and meets legal requirements. The interviewee mentions that sustainability has been part of the organisation for a long time. However, the decision to hire an external coach as well as employing a head of sustainability, which was taken a few years ago, increased the focus on being a sustainable business. The company has an operational plan, divided into different areas of operation, which is used to guide all activities. The operational plan includes descriptions of how to perform tasks as well as goals that are measured yearly and adjusted for future objectives. Case E also recognises benefits with regard to their ability to compete against rivals, as customers seem to appreciate sustainable initiatives and thus it contributes to their competitive advantage. Initially, the main focus with sustainability practices was on internal activities and the contribution to the community, yet the focus has expanded to include business practices of suppliers to a larger extent.

According to OCAI, Case E is dominated by characteristics of the clan culture, while the second most prominent cultural type is the hierarchical. The interviewee describes the organisational culture as generous and a place where everyone is welcome and able contribute. However, it is not "just cute and lovely", but both employee and employer are expected to give and take. The employee is expected to be loyal, deliver good results and work whilst at work, while the employer acknowledges that employees have a private life and will not devote everything to the business. In general, the interviewee claims that a focus on equality and mutual respect creates an environment where suppliers and wholesalers make a common effort to improve sustainability practices. Case E believes that this is what has enabled sustainability integration. These values are apparent both in the area of employees, as it is important to prioritise their well-being and listen to their opinions, as well as suppliers, where it is easier to do successful business when approaching one another with humility and open-mindedness to collaboration. An obstacle for the integration of sustainability is that Case E possesses the characteristics of a small business, meaning much responsibility falls on one person and that priorities always have to be made in all situations.

4.5.2 How Organisational Culture Influences Sustainability

Case E highly values efficiency and it is continually measured through employee turnover, as the company believes that efficiency contributes to profitability and thus also to the integration of sustainability. Ability to be flexible and come up with new solutions is considered an important aspect in the company. However, flexibility is considered to have an ambiguous effect on the integration of sustainability, as it is important for the company not to compromise their core values just to meet customer demands. Case E takes great risks when it comes to projects and the purchasing of new products, as the business needs to invest capital in new products which may (or may not) succeed on the market. The interviewee claims that not taking these risks would lower profitability and thus reflect negatively on long-term result and sustainability, and therefore it is vital for survival. Innovation, to generate new ideas, is also an important aspect for Case E and they argue that even if their sustainability efforts do not have a measurable effect in a global perspective, their innovative solutions still affect the

companies next door to initiate sustainable activities, and thus the level of innovation influences integration of sustainability. Goal-setting and planning is a continuing objective in the organisation, yet something that is experienced as somewhat challenging. The interviewee reflected on how this affects the integration of sustainability and states that "Of course, if you do not set new goals and challenges all the time, the integration of sustainability starts to fade" (Personal communication, 2018-04-05).

Overall, Case E argues that the most difficult part with the integration of sustainability is the cost of investment in these activities. For instance, investments to improve the well-being of employees are expensive. Additionally, the company has experienced difficulties to demand sustainable products from their suppliers since the suppliers sometimes consider the investment in sustainability to be too expensive. However, the general perception that sustainability initiatives are associated with something positive helps to enable the integration, as it is much easier to get stakeholders on board.

4.6 Case F
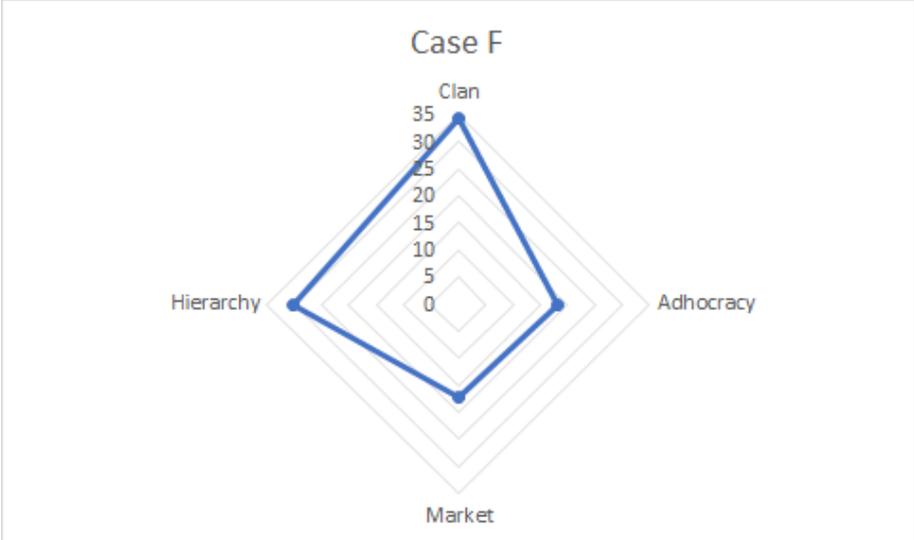
Figure 8. OCAI Diagram Case F

4.6.1 Overview of Sustainability and Organisational Culture

Case F is a real estate company which has 163 employees and a department of sustainability. The interviewee is the head of sustainability. The company has worked with sustainability for a long time since the core value of the business has been to take responsibility for social, economic, and environmental aspects of their business. The company's view of sustainability is that they have a responsibility to be a positive contributor in for example equality, integration, and inclusion. The owners' directive clearly suggests this focus for the company, which to a great degree pushes the company toward sustainability. The owners' directive also clearly states that their focus of sustainability should be equally divided between the three

aspects of economic, social, and environmental. Through initiatives in their living spaces, the company attempts to create a positive influence on their tenants as well. Since the owners steer the overall decisions of the company, it is up to the board and management to set more short-term goals which can be achieved, and eventually reach the long-term goals set by the company's owners.

According to OCAI, Case F is dominated by the clan culture, while the second most prominent cultural type is hierarchy. The interviewee describes the organisational culture as structured, with fixed routines. Yet the company has a friendly company spirit with a sense of camaraderie and care. Trust and stability are also valued in the organisation. In general, Case F believes the ambition among the employees to always perform well and make the tenants happy and satisfied might have enabled the integration of sustainability in the organisation. On the other hand, some resistance to change among employees could have made the implementation process more difficult from time to time. The interviewee mentions this to be more apparent among senior employees, as they are more prone to question the implementation of new changes.

4.6.2 How Organisational Culture Influences Sustainability

Case F believes that the aspect of the company culture which aids sustainability integration the most is their will to always improve. Because of this endeavour to always be better than they are today, the company never settles. The owners' directive sets the bar high, stating that Case F should have the most satisfied tenants in Sweden, a statement that demands the company to always perform as well as they possibly can. Case F suggests it to be of high importance for them to be flexible in terms of communication with parties such as customers, suppliers, or employees. Case F wants to let these stakeholders have influence in their company, and therefore their belief is that their sustainability work gains greater anchoring, which the company considers a strength, maybe even a competitive advantage. Instead of making impulsive and hasty decisions to take initiatives which the markets did not demand, their openness to external opinions enables avoidance of unnecessary investments. The company is very aware of risk, and it is a priority to minimise all possible risks. For their work in sustainability, the belief is that this value embedded in their culture makes them take decisions that are well thought through instead of impulsive. They do not consider themselves as an innovative company, but instead goal-setting and planning is considered incredibly important. For sustainability, this means that goals for achievements are set every year, and the pressure to reach such goals come from the owners themselves. Efficiency is considered very important in the organisational culture and although this enables the company to move forward, the interviewee believes this to be the cultural aspect which may hinder sustainability integration to the highest degree. The interviewee states that decisions which are not necessarily anchored in the company are common. Thus, it takes a lot of effort for the interviewee to explain and motivate decisions for company employees when it comes to sustainability integration. However, the interviewee feels great support and trust from

management, which enables initiatives to be taken without worrying about being questioned by the management on a higher level of the organisation.

4.7 Summary of Empirical Findings

Below follow two tables which aim to give an overview of the empirical findings. Table 3 summarises the result from the OCAI. Table 4 aims to provide an overview of the information gathered in the semi-structured interviews. The table is constructed as follows: the top row lists seven cultural characteristics that all originate from CVF. The second row indicates to what extent each case values, or puts focus on, each of the mentioned cultural characteristics. The remaining rows illustrate to what extent each case emphasises the cultural characteristic (denoted by H=High, M=Moderate or L=Low), followed by the interviewees' perception of whether the characteristic hinders, enables, has an ambiguous effect, or has no effect, on the integration of sustainability.

Case	Dominant Organisational Culture Type
Case A	Clan
Case B	Clan
Case C	Hierarchical
Case D	Clan
Case E	Clan
Case F	Clan

Table 3. Dominant Organisational Culture Type

Cultural Characteristic	Relationships	Efficiency	Stability	Flexibility	Willingness to take risk	Innovativeness	Goal-setting and planning
Focus	*High/Moderate/ Low*	*High/Moderate/ Low*	*High/Moderate/ Low*	*High/Moderate/ Low*	*High/Moderate/ Low*	*High/Moderate/ Low*	*High/Moderate/ Low*
Case A	H: Enable	H: Enable	H: Enable	H: No effect	L: No effect	L: No effect	H: Enable
Case B	H: Enable	M: No effect	H: Enable	M: Enable	H: Enable	M: No Effect	M: Enable
Case C	H: Enable	H: Ambiguous	H: Enable	H: Enable	H: Ambiguous	L: Ambiguous	L: Hinder
Case D	L: Enable	M: No effect	H: Enable	H: Hinder	M: Ambiguous	M: Enable	H: Enable
Case E	H: No effect	H: Enable	H: Enable	H: Ambiguous	M: Ambiguous	H: Enable	M: Enable
Case F	H: Enable	H: Hinder	M: No effect	H: Enable	L: Enable	L: No effect	H: Enable

Table 4. Empirical Findings of Semi-structured Interviews

5 Analysis

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In this section, the results from the empirical findings are analysed with the use of previous research presented in the frame of reference. The analysis is divided into two parts, where the first part analyses the findings from the OCAI, and the second part is an analysis to elaborate on the research question. The second part is further divided into seven sections, each discussing one cultural attribute at a time, and includes elaborations on trends and patterns prominent in the empirical results.

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5.1 Analysis of the Findings from the OCAI

The empirical data collected shows that all cases, except for Case C, exhibit clan culture as the dominant culture type, whereas Case C is dominated by the hierarchical type. The fact that the majority of the cases belong to the same cultural type could be considered somewhat surprising. However, in the theoretical discussion of how different culture types adapt for sustainability, theoretical discussions in previous literature suggests that clan culture may have advantageous attributes when it comes to sustainability integration. Linnenluecke and Griffiths (2010) stress how the high moral and emphasis on relationships and internal development may strongly characterise these types of companies. Since the selected sample is based on companies that already integrate sustainability into their business practices, it may therefore not be unlikely that a higher percentage of companies is dominant in this culture type. However, what could be considered surprising is the complete lack of cases dominant in the adhocracy culture type, since this culture type, according to Cameron and Quinn (2006), has high emphasis on external environments and letting the external environments affect internal aspects of the company. Since sustainability to a large extent regards external factors and changes in the external business environment, it may be speculated that the sustainable businesses in this sample would to a larger degree consist of companies with this culture type.

5.2 Analysis of the Research Question

How do attributes and characteristics of an organisational culture influence the integration of sustainability in an SME?

5.2.1 Stability

The result from the empirical findings indicate that all cases consider an emphasis on stability to enable the integration of sustainability, although the explanation each case provides on how stability is helpful, differs somewhat amongst cases. These findings are not yet acknowledged in the literature reviewed for this thesis, in fact Sugita and Takahashi (2013) argue that the culture type hierarchical culture, which highly values stability, could restrict implementation of environmentally sustainable activities in a study of Japanese companies. However, the findings in the semi-structured interviews suggest three aspects of stability to contribute to the integration of sustainability, namely structure, economic stability, and a stable employee base.

For instance, Case A and Case D claim that stability provides structure in processes and systems, which enables sustainability as it contributes to an orderly workplace that may guide individuals in their roles, through clear directives. When asked about how stability in processes has influenced the organisation in terms of sustainability integration, Case A states "...if we do not have stability, everything becomes messy. It is so much easier for everyone to understand a colleague's work, or to take over a project, since the structure is the same" (Personal communication, 2018-03-28). Case D mentions "Stability is important in our organisational culture, there are processes and systems that provide guidance and there is also an economic stability that ensures that we will still be in business in a couple of months" (Personal communication, 2018-04-05). Furthermore, economic stability might be an enabler as it is the prerequisite for engagement in sustainability initiatives, as investments are costly. In addition, economic stability provides the organisation with the freedom to undertake sustainability projects that may not be profitable. Case B describes how their economic stability enables them to make more risky decisions for sustainable alternatives, as investments in their field are very costly. Economic stability gives them the freedom to try sustainable options and see how the market reacts to them. A stable team of employees creates a favourable condition when integrating sustainability as everyone knows their responsibility and can easily assist the organisation's interpretation of sustainability in their individual work role. With a lower employee turnover, the process of teaching employees about how their tasks impact on sustainability, does not have to be started all over again. This could be linked to characteristics of the clan culture of Case B, where employee relations are vital and thus a stable employee base is valued as favourable. Moreover, Case C states that "If the employment base is stable, this means you have already implemented a lot of changes. As soon as a new employee enters the organisation, it requires a lot of work to get this person on the same track, but it is easier to implement one change among all employees than to teach one person all changes at once" (Personal communication, 2018-03-28). All cases seem to agree that stability, as an organisational culture feature, is an enabler for the integration of sustainability as it provides guidance for the employees and stable prerequisites necessary for carrying out sustainable practises. Stability seems to help SMEs overcome restrictions of resources that financial and human capital normally provides, through providing a stable organisational base.

5.2.2 Goal-setting and Planning
The empirical findings reveal that a culture with a moderate to high focus on goal-setting and planning seems to have an enabling influence on sustainability integration in SMEs. All cases, except Case C, consider this organisational culture characteristic to be favourable. The amount of focus directed to goal-setting and planning in the general organisational setting varies among the cases, although a common factor for all is that all organisations practice extensive goal-setting and planning in the area of sustainability. The companies view this cultural attribute as an enabler to sustainability integration, as clear goals for what should be achieved and careful planning for sustainability activities facilitates the integration itself. This

view is supported by Galpin et al. (2013) who suggest that the incorporation of sustainability into organisational goals and plans may function as major enabler for the success of sustainability initiatives. Case B states "We set a lot of goals in the organisation overall, but we rarely follow up on anything except for our goals in sustainability. Within the ISO-system we have both quality and environmental goals which we work quite intensively with. We have approximately six major goals in that area which we work with, they are meticulously thought through and give use for both the sustainability and financial aspects in the company" (Personal communication, 2018-03-26). Case E further argues that goal-setting could aid the integration of sustainability as the interviewee states "Of course, if you do not set new goals and challenges all the time, the integration of sustainability starts to fade" (Personal communication, 2018-04-05). Case A considers goal-setting to be advantageous for the integration of sustainability since it provides targets to work towards. In addition, Case D claims that providing the employees with goals that include the company's sustainability initiatives enables the integration, as employees are expected to achieve the goals and thus this increases the involvement of the entire organisation. Case C, which describes themselves to have a low orientation of goal-setting and planning, considers this low emphasis to hinder the integration of sustainability. Although the company in this case attempts to set goals for sustainability, they consider their company's ability in this area as weak. Case C argues that "It is easier to measure results when you have a set goal that can be clarified for the employees, and if no goals are set, it is difficult to achieve results" (Personal communication, 2018-03-28). Therefore, the empirical findings seem to suggest that competent goal-setting and planning could aid the integration of sustainability. These empirical findings seem to be consistent with what previous literature suggests and could thus further confirm that an organisational culture that values goal-setting and planning might enable the integration of sustainability in SMEs. Although Cameron and Quinn (2006) suggest goal-setting to be mostly prominent in the market culture, the majority of the cases in this thesis are characterised as a clan culture. A clan culture's dominant characteristic generally does not include a high emphasis on goal-setting and planning, however Cameron and Quinn (2006) state that an organisation can possess characteristics of other culture types than the dominant type, which is apparent in the cases of this thesis.

5.2.3 Internal Relationships
The empirical findings reveal that Cases A, B, C and F consider a culture with a high level of relationship-orientation to enable the integration of sustainability. By contrast, Case D suggests that their low emphasis on internal relationships could aid their integration of sustainability. Further, Case E argues the relationship-orientation has no effect on the integration of sustainability.

Cases A, B, C and F all describe how a relationship-oriented culture could influence integration of sustainability, as all employees in the company attempt to assist the organisation in the process, which results in a common effort towards a joint direction. For

instance, Case A states that "people are easier to work with, and more eager to get things working, since you are working toward the same goal." and "if we did not like each other, an employee would not want to do as I tell him, but instead do the opposite. (Personal communication, 2018-03-28). Similar comments are made by Case B, suggesting "when employees thrive in the workplace, everyone pulls in the same direction. Everyone becomes engaged in the work, but if there is a bad vibe, people start doing whatever they want. Which does not really work out" (Personal communication, 2018-03-26). Linnenluecke and Griffiths (2010) argue that a relationship-oriented firm, usually categorised by a dominant clan culture, prioritises the human being and its well-being, which according to Lee and Kim's (2017) study of companies in Korea could contribute to a favourable attitude towards sustainability and thus enable the integration. By contrast, Case D suggests that their lack of relationship-orientation may be what drives the company forward in terms of sustainability integration. The company believes that, by focusing on tasks, instead of how the individual employee feels or how the group dynamics are playing out, they are more exclusively focused on performing actual tasks.

5.2.4 Flexibility
The empirical findings reveal varying and ambiguous results on how the degree of flexibility, as an organisational value, could influence the integration of sustainability. Although all cases have a high, or in one case moderate degree of flexibility in their organisations, the positive association to sustainability integration is described as unclear. Case B, Case C and Case F suggest their organisational flexibility to aid sustainability integration in an indirect fashion. The companies argue that flexibility in their organisational culture helps them to successfully compete in the markets they operate in. Through this success, they gain the freedom to engage in sustainability initiatives. Case C, for instance, states "Our flexibility affects a lot, in a positive manner. We received a prize for the best employer of the year, which positively influenced the staff. Through that encouragement, they were continuously motivated to perform at work, with for example sustainability" (Personal communication, 2018-03-28). Case B and Case F also discuss how flexibility as a cultural attribute in the organisation overall, enables the establishment and maintenance of relationships with customers. This in turn provides the company with insights to what type of sustainable products the customers are interested in. So, instead of making impulsive and hasty decisions on initiatives which the markets do not demand, their openness to external opinions enables the avoidance of unnecessary investments. This is in line with what Maria del Rosario et al. (2017) claims regarding eco-innovation in the Mexican hotel industry and indicates that flexibility could enable the integration of sustainability as organisations take actions in response to changes in the external environment, where opinions of external stakeholders are greatly considered. By contrast, when comparing the previous statements to Übius and Alas's (2009), who claim that a firm with a market culture type may fail to take all stakeholders into account when conducting CSR, a cultural type that does not emphasise flexibility may be negatively affected from implementing sustainability systems. If this phenomenon is viewed from an

opposite perspective, companies which instead are flexible will gain knowledge and market advantage from staying open and flexible with stakeholder opinions and suggestions.

However, Case B emphasises how the integration of sustainability has a reverse effect on their ability to stay flexible with consumers. As ISO-systems require a rigid line of action, their ability to stay flexible with customer requests were restricted. Yet, if the flexibility of the organisation had not existed, in combination with these strict requirements from sustainability reporting tools, there might be a possibility that the company would not have been able to perform as well with customers, and in turn on the marketplace.

By contrast, Case D suggests how a flexible organisational culture could hinder the social aspect of sustainability integration. The interviewee claims that if the organisation emphasises flexibility toward external stakeholders such as customers, this could have a negative influence on the work environment for the employees. This is explained as a culture that encourages flexibility to accommodate demands which may result in an unsustainable work environment for the employees due to need for longer work days. If the perspective of Gimenez et al. (2012), which considers the quality of life of the employees, is taken into account, one could suggest that this flexibility could damage the social sustainability of the organisation.

5.2.5 Willingness to Take Risk

Willingness to take risk may, according to Jansson et al. (2015), increase the engagement in sustainability. Lee and Kim (2017) also suggest this cultural attribute to be helpful for firm performance in the integration of sustainability, as some extent of risk-taking may be crucial in order to succeed with new innovations. However, the effects of how a culture that values the willingness to take risks influences the integration of sustainability are shown to have ambiguous implications in the empirical results. Case F suggests that a low risk preference is beneficial for sustainability integration, while Case B instead holds the completely opposite view and suggests that a high risk preference could aid sustainability integration. Cases A, C, D and E instead argue that risk preference as a cultural attribute affects organisational sustainability ambiguously. Case F argues that their risk avoiding attitude aids integration of sustainability as it pushes them to evaluate alternatives more thoroughly before investing in ideas. This gives them insight into what the market demands, in terms of sustainable alternatives, meaning they are able to make more viable resource allocations. By contrast, Case B believes that a risk prone attitude offers the possibility to make investments that may seem somewhat risky, such as for instance the purchasing of a new and more environmental friendly alternative, which yields a pay-off in the long run. Case E agrees on the ambiguous effect and states "... if we are not willing to undertake risks and if we do not dare to try out new business approaches, we would not be a sustainable and profitable company in the long run" (Personal communication, 2018-04-05). This argument is consistent with the perspective of Lee and Kim (2017) who argue risk-taking to be crucial in the integration of sustainability.

Case C also considers risk-taking to influence sustainability ambiguously. To Case C, risk is about the number of projects they can accept without putting their employees under stressful working conditions. Therefore, the company claims that taking risk, as in accepting all projects, could have a negative influence as this increases the stress for their workers, which affects the social aspect of the sustainability for the firm. On the other hand, accepting many projects satisfies the customer and the economic aspect of sustainability. Furthermore, Case D is a moderate risk taker which they argue could be both favourable and hindering. The company believes that a daring attitude, when it comes to investments, could be incredibly beneficial for their firm, assuming they make the right decision. However, it would also be devastating, if the firm were to make unsound investments. Their belief is that their moderate profile enables them to evaluate risks and discuss alternatives, while not hindering them from taking the leap if shown to be sufficiently viable. Overall, the cases seem to agree that a balance in risk taking is essential for sound sustainability integration. However, the empirical results strongly differ in terms of what degree of risk-taking is suggested to positively affect sustainability integration. Therefore, it may be difficult to suggest any general indications based on the empirical findings.

5.2.6 Efficiency

Authors such as Maria del Rosario et al. (2017) and Lee and Kim (2017) suggest that an organisation which values a high degree of efficiency in their operations tend to be a successful implementer of sustainability, according to empirical studies performed in Mexico and Korea. However, the empirical findings of SMEs in Jönköping reveal mixed results. Case C believes efficiency has an ambiguous effect, whereas Cases B and D argue the cultural attribute to have no effect on their sustainability. Case A and Case E argue that efficiency in processes are vital and that this further aids the integration of sustainability. For instance, Case A claims that, by encouraging efficiency in their culture, costs are reduced, and waste is minimised, which is an attractive target when integrating sustainability. This is further in line with the findings of Maria del Rosario et al. (2017), who claim that efficiency in eco-innovation can reduce waste, which enables sustainability as it saves resources. Case E believes that an organisational culture characterised by efficiency creates profitability for the company, which in turn make the employees proud to be part of the organisation and results in increased loyalty. The higher level of loyalty, along with greater profit, tends to generate a more sustainable business, both socially and economically. Case C, a hierarchical culture, argues that efficiency could both hinder and enable the integration of sustainability, as the firm needs to find the appropriate balance of efficiency. If the employees strive for too much efficiency, the risk is that they perform sloppy work, which could result in more complaints as work needs to be redone, resulting in lower profits and the generation of additional waste. This could be explained by the argument provided by Lee and Kim (2017), that the hierarchical culture tends to focus on short-term result, which is linked to a high focus on efficiency, which the authors indicated to be an obstacle to the integration of environmental management systems in companies in Korea. Thus, a high emphasis on efficiency in Case C,

in order to generate short-term results, could be harmful for sustainability. Case F also argues that a high emphasis on efficiency in their organisational culture might hinder the integration of sustainability. This may be because decisions are taken rapidly, which may result in a situation where the organisation as a whole finds it difficult to keep up with these decision and thus also to understand the reason why changes are made. For instance, this could result in decisions regarding sustainability practices to be taken on an individual level, which may lead to a lack of understanding among the rest of the employees as this decision is not yet sufficiently anchored throughout the entire organisation.

5.2.7 Innovativeness

Innovativeness, which characterises an adhocracy culture, could be argued to enable sustainability as it helps firms to go beyond existing practices and take reactive action is response to changes in the external environment (María del Rosario et al., 2017; Lee & Kim, 2017). The empirical findings indicate only limited suggestions of how innovative culture might influence the integration of sustainability, and the results greatly differ in the level of emphasis placed on innovativeness among the cases. Case E argues that innovativeness strongly influences the integration of sustainability as it leads to the generation of creative and sustainable solutions for their organisation. In turn, this seems to inspire other organisations in the company surrounding to do the same, which further increases sustainable initiatives in the organisational community. The answer provided by Case D is consistent with the arguments of Case E, as they claim that a high emphasis on innovation is associated with curiosity, which in their case made the firm try out new things and lead to the implementation of sustainable reporting. According to OCAI, the second most apparent culture type of Case D is adhocracy, which may explain their openness to try new tasks, which can be favourable for new approaches to integrate sustainability. In contrast, Case C suggests that an organisational culture that prioritises innovativeness could influence sustainability both positively and negatively. Case C does not aim to be at the forefront with new innovations and the interviewees argue that by using well-established solutions, they avoid the liability which may come with employing untested practices that are allegedly more sustainable in their industry.

6 Conclusion

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This section provides a summary of the key findings of this thesis.

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To conclude, the empirical findings suggest cultural attributes to influence the integration of sustainability in SMEs. The organisational attributes studied are internal relationship-orientation, flexibility, stability, goal-setting and planning, willingness to take risk and innovativeness. In addition, with use of OCAI, it was shown that five out of six companies have the same dominant cultural type: the clan culture. All the cultural attributes studied are suggested to somehow influence the integration of sustainability by the interviewees. However, three of the mentioned cultural attributes seem to generally have a positive influence on the integration of sustainability in a majority of the cases. Thus, findings may suggest these attributes to help SMEs overcome restriction of resources. First, the attribute of a strong relationship-orientation is considered to positively affect sustainability integration. Empirical findings suggest that the strong internal focus on relationships enabled tight knit groups to work together toward the long-term goal of integrating sustainability. Secondly, a high focus on goal-setting and planning enables sustainability integration in SMEs. In this case, the cultural attribute enables the integration through providing clear missions and objectives which the company is to achieve. It gives a clear sense of direction for sustainability practises and provides the firm with distinct goals which may help to ensure that greater efforts are made for the sustainable practices performed. Thirdly, stability as an attribute of organisational culture is according to the findings an enabler of sustainability integration. The positive influence stems from the facts that the attribute provides structure, economic stability, and a stable employee base. The stability is argued to provide the firms with a rigid base which can help to enable the firm to engage in activities for sustainability, as less focus is needed to provide stability and more attention can be directed towards sustainable initiatives. Interestingly, Linnenluecke and Griffiths (2010) theoretical discussion of the strengths of different cultural types when implementing sustainability are to some extent in line with this thesis empirical findings. The authors suggest a high relationship-orientation and focus on goal-setting and planning to be beneficial for the integration of sustainability. However, stability is said to restrict the implementation of sustainability, through creating a rigidness in the company culture. As previously mentioned, a majority of the cases are classified as belonging to the clan culture. Yet, Linnenluecke and Griffiths (2010) suggest only one of these cultural attributes to be associated with the clan culture: relationship-orientation. Remaining attributes, goal-setting and planning and stability are instead associated respectively with market culture and hierarchical culture. High goal-setting and planning is, according to the literature, positively associated with sustainability integration for companies with the market culture type but high stability is instead said to negatively affect companies with a hierarchical culture. The empirical sample not only reveals that the cases belong to the same culture type, a majority of them also embody similar attributes normally associated with other culture types. One could possibly speculate, that

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since the attribute of stability is combined with the clan culture, the contrasting aspects of this culture type may mitigate the negative effects traditionally associated with the attribute. As this study investigates cases of SMEs which have successfully integrated sustainability into their business operations, the sample shows companies which have overcome resource restrictions associated with SMEs. Since larger corporations have the resources to assign, delegate and invest in initiatives for sustainability, attributes of SME culture may have to fill in the gaps where these resources are scarce. Possibly suggesting that, from the very limited sample, one may conclude that relationship orientation, goal-setting, and planning, as well as stability are attributes which positively influence the integration of sustainability in SMEs, and that a clan culture type may be beneficial in such process.

7 Discussion

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This section aims to discuss the findings obtained in this study and how it contributes to existing literature. Furthermore, managerial implications, limitations of this thesis and suggestions for future research are presented.

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7.1 Theoretical Contribution

This thesis contributes to the theoretical field through expanding a theoretical discussion into the empirical setting of SMEs. This study provides a slight indication of how organisational cultural attributes could positively affect SMEs in sustainability integration. Namely, a focus on strong relationship-orientation, stability and goal-setting and planning is concluded to aid sustainability integration. Linnenluecke and Griffiths (2010) theoretically discuss the plausible approach to sustainability integration, depending on cultural type. This study also categorises SMEs into cultural types and found their theoretical discussion to be somewhat similar to the results of this multiple case study. However, their discussion is based on companies of all sizes and not specifically SMEs, meaning that this thesis may give some empirical insight to attributes of influence on sustainability integration specifically in SMEs.

7.2 Managerial Implications

This study urges three managerial implications for managers of SMEs. Firstly, managers could further understand the organisational culture they currently operate in and how this culture affects sustainability integration, as a tool for aiding the sustainability integration processes. Secondly, managers can analyse which challenges the company may face, as a result of lacking certain cultural attributes. As some company cultures may be more equipped to integrate sustainability than others. Thirdly, managers can utilise the indications of which cultural attributes may be beneficial to focus on developing and incorporating in the organisational culture in order to aid sustainability integration.

7.3 Limitations

The empirical data of this thesis is collected through six case studies. Although this type of data collection may be considered an appropriate choice for this thesis as it gives deep insight into an empirical field, the limited sample restricts generalisability of the study. In addition, the study is conducted in a specific region of Sweden. Therefore, it should be taken into account that local conditions for SMEs may differ from national or global conditions, possibly also limiting the generalisability of the sample.

National culture is not considered in this thesis. Since previous literature shows national culture attributes to affect organisational culture (Übius & Alas, 2009), one should be especially cautious in assuming that this study is applicable cross nationally.

As this study is based on SMEs which already integrate sustainability into their businesses, the search for study participants is mainly based on if the companies are ISO-certified or show sustainability engagement on the company website. Companies which are less keen on publicly displaying their sustainability engagement are left out of the study, as the search for companies was based on the ISO-register website, and other types of publicly shown sustainability engagement. It is impossible to know if there is a difference in organisational culture between those who choose to be very public in their engagement, and those who choose a less public approach. This could be a limitation of the research.

Furthermore, because of time and resource restriction, this thesis was only able to empirically study six SMEs. Therefore, the coverage of different industries in the sample is limited. This becomes a limitation as it affects the generalisability of the study across industries.

As this paper is a bachelor thesis, time and resource constraints are considerable limitations with regards to depth and breadth of the study. Had the authors had access to more time and resources, the study could have been made generalisable to a higher degree by studying different industries and nations. Tied to this issue are the attributes which could be studied in this thesis. Since organisational culture is a complex subject, additional attributes, and their effects on the integration of sustainability would have been of interest to study, if the authors had access to additional time and resources.

7.4 Suggestions for Future Research

Due to the limitations of this study, possible aspects for future research exist. For instance, one could perform this study with a greater sample size which would enable having additional industries added to the sample. This could induce better generalisability across industries. Another study of interest could be to empirically explore SMEs that do not integrate sustainability, to investigate organisational cultural attributes that hinder sustainability integration. Further, it would be of importance to understand how SMEs could overcome these hindering organisational attributes. In addition, with access to more time and resources it would be of interest for the field to further research additional cultural attributes, and their positive influence on sustainability integration. The study conducted in this thesis could also be extended to an international context. Where national culture could be taken into consideration, as a way of further understanding overall culture's influence on the integration of sustainability.

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Appendices
Appendix 1 - Interview Guide in English

Interview Guide in English
Introduction
What is your title and what is your area of responsibility?
When was the company established?
How many employees does the organisation have?
Which industry do you operate in?

Thoughts and viewpoints on sustainability
What does sustainability mean to you?
How do you integrate sustainability in the business?
Why do you choose to work with sustainability?
What purpose does your sustainability work serve?
Which aspect(s) of sustainability are most important to you?
Who makes the decisions regarding sustainability work?

Processes and the organisational culture's influence
How would you describe the organisational culture of the firm?
Which processes, or systems have you implemented to be more sustainable?
From your viewpoint, what characteristic or attribute in your organisational culture has enabled these processes?
From your viewpoint, what characteristic or attribute in your organisational culture has hindered you in these processes?

Culture attributes and its influence on sustainability
From your viewpoint, what are the fundamental values in your organisation?
How important are results in your organisation? How does that affect the sustainability integration?
How important is efficiency for your organisation? How does that affect the sustainability integration?
How important is stability for your organisation? How does that affect the sustainability integration?
How important is it for you to be flexible when conducting business? How does that affect the sustainability integration?
To what extent do you consider that your organisation is prone to take risks? How does that affect the sustainability integration?
To what extent do you consider your organisation to be an innovative company? How does that affect the sustainability integration?
To what extent do you set goals and plan in your organisation? How does that affect the sustainability integration?

Integration and other
What do you consider have been the most difficult with integrating sustainability in your organisation?
What do you consider have been the easiest with integrating sustainability in your organisation?
How do formal and informal decision-making routes compare?
Which values most prominently affect you in the decision-making process?

Appendix 2 - OCAI

OCAI

1.   Dominant Characteristics

A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	
B	The organization is a dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	
	Total	

2. Organizational Leadership

A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	
	Total	

3. Management of Employees

A	The management style in the organization is characterized by teamwork, consensus, and participation	
B	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.	
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	
	Total	

4. Organizational Glue

A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	
C	The glue that holds the organization together is an emphasis on achievement and goal accomplishment.	
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	
	Total	

5. Strategic Emphases

A	The organization emphasizes human development. High trust, openness, and participation persist.	
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	
	Total	

6. Criteria for Success

A	The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.	
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	
	Total	