
EMBEDDEDNESS OF ORGANIZATIONAL CULTURAL CHANGE IN A MULTINATIONAL CORPORATION

Single-case quantitative study
investigating:

**How well have new
environmental values
spread from top
management to various
levels and units of the
global organization?**

RESEARCH GAP

- Corporate responsibility issues underrepresented in International Management literature & lack of research in emerging countries (e.g. Egri and Ralston, 2008)
- Underrepresentation at odds with managers' needs - under increasing pressure from various stakeholders to improve their CR performance (McWilliams & Siegel, 2006)

HYPOTHESES:

H1-4: ... respond more positively to environment-related corporate change initiatives

	HYPOTHESIS	SUPPORTED
H1: Gender	Women	+
H2: Age	Younger employees (20-25)	+
H3: Org unit	Production units	+
H4: Location	Developed countries	-

METHODOLOGY

- Large-scale survey with 1386 responses (response rate 9.24 %)
- The largest numbers of respondents: USA, Finland and China (16% each) & India (6 %)
- Crosstabs and confidence intervals for proportions w.r.t. gender, age, organizational unit
- One-way analysis of variance (ANOVA) and confidence intervals employed w.r.t. location
- Further analysis contrasting developed (USA, Finland) and emerging country (China, India) responses

FURTHER ANALYSIS CONTRASTING DEVELOPED (USA, Finland) AND EMERGING COUNTRIES (China, India) by using 95 % confidence intervals for the mean responses by country.

Grouping of survey questions:

1: How is the company *currently* doing in its environmental efforts?

2: How *should* the company be doing in its environmental efforts?

3: How much *support* do employees feel that they get from the company for acting in a more environmentally responsible manner?

	USA	Finland	China	India
How is the company <i>currently</i> doing in its environmental efforts?	Mixed	Low	High	High
How <i>should</i> the company be doing in its environmental efforts?	Low	Mixed	High	High
How much <i>support</i> do employees feel that they get from the company?	Mixed	Low	High	High