

Entrepreneurial leadership and its effect on the social performance of the organisation

Author: Annique de Greef
University of Twente
P.O. Box 217, 7500AE Enschede
The Netherlands

Entrepreneurship is seen as crucial for organisations nowadays in order to remain competitive, which becomes evident in the growing literature on entrepreneurial leadership. On the other hand, organisations are evaluated on their corporate social performance both on the social (people) and environmental (planet) dimension. This exploratory research aims to answer how entrepreneurial leadership could influence the social performance of an organisation. The study is based on interviews with twenty managers from various organisations in the Netherlands. The findings of this study indicate a positive relationship between entrepreneurial leadership and social performance on the people dimension, in particular on absenteeism, employee retention and employee wellbeing. The relationship of entrepreneurial leadership on the planet dimension remains unclear as the answers did not correspond. Moreover, it is found that autonomy, pro-activeness, and taking ownership are relatively important aspects of entrepreneurial leadership in relation to the social performance. Besides, employee commitment could be a moderating variable. All findings have extensively been discussed and a conceptual model has been developed. This research contributes to existing literature as it has studied a novel field in current literature and gives recommendations for future research directions. Further, this research offers managers in organisations which strive for better social performance new approaches to achieve this.

**Supervisors: Dr. M.L. Ehrenhard (first)
I. Singaram MSc (second)**

Keywords

Entrepreneurial leadership, social performance, corporate social responsibility, People Planet Profit, triple bottom line

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1. INTRODUCTION

Schumpeter (1942) once said that creative destruction is at the heart of entrepreneurship. He argued that with entrepreneurship previous innovations become obsolete due to rapidly developing technologies and markets, but making the society more productive and rich.

Entrepreneurship, an entrepreneurial vision and attitudes are considered as very important for organisations in order to remain competitive (Covin & Miles, 2006). This is expressed in the growing literature of recent years on the topic of entrepreneurial leadership. Entrepreneurial leadership is claimed to inspire employees of an organisation to become proactive, and moreover it stimulates value creation (Gupta, MacMillan & Surie, 2004). Entrepreneurial attitudes and behaviours in an organisation facilitate continuous exploration and innovation (Surie & Ashley, 2008). These behaviours consequently could lead to a competitive advantage for organisations as more people in an organisation are constantly looking for new business opportunities (Ireland, Hitt, & Sirmond, 2003; McCarthy, Puffer & Darda, 2010).

Additionally, organisations are critically evaluated on their social performance by and towards stakeholders (Porter & Kramer, 2006). Therefore, it becomes increasingly important to act on this matter. Applying fair labour practices, ensuring a good work-life balance, using fair trade products, introducing the paperless office, and many more sustainable actions are continuously implemented in organisations. Prior research has shown that pension fund equity and outside director representation are positively related to corporate social performance of an organisation (Johnson & Greening, 1999). However, management and subordinates in an organisation could play a crucial role in the awareness, acceptance and execution of sustainable behaviour and so have an impact on the social performance of the firm and for the organisation on gaining a competitive advantage (Porter & Kramer, 2006).

Yet what is the effect of this process of creative destruction on the social performance of an organisation? Could entrepreneurial behaviour in an organisation be advantageous and of value for the social performance too, or is it a harmful development? The research question therefore has been formulated as:

How does entrepreneurial leadership influence an organisation's social performance?

Thus far in the available literature the link between social and financial performance is a much-studied subject (Griffin & Mahon, 1997; McWilliams & Siegel, 2000). However, the influence of any leadership style on social performance has not received much attention. In particular a possible link between entrepreneurial leadership and social performance has not been studied, and so a research gap becomes evident. As social performance is considered very important for the organisation at the present time (Porter & Kramer, 2006), it could be of great value to know whether entrepreneurial leadership could play a role in increasing social performance.

This study contributes to existing literature as it researches and discusses a novel phenomenon; it explores this research area and provides suggestions for future research. Besides, it could offer new practices for organisations which strive to improve their social performance.

In the following chapters first the concepts of entrepreneurial leadership and social performance are elaborated upon. Second, the methodology of the research is explained. Third, the empirical findings are shared. Lastly, the findings are discussed,

conclusions drawn, limitations of this study identified, and recommendations for future research given.

2. THEORY

To find relevant literature on the topic of entrepreneurial leadership and social performance the databases Scopus, Web of Science, and Google Scholar have been used. The snowball method was applied, as from the relevant articles other possible relevant references have been researched as well.

2.1 Entrepreneurial leadership

Studies so far have mainly focused on applying training and coaching for employees to encourage entrepreneurial behaviour (Wakkee, Elfring, & Monaghan, 2010). However, it is expected that leadership in an organisation could play a significant role in developing entrepreneurial behaviour in employees (Hamel, & Skarzynski, 2001; Karatko, 2007; Wakkee et al., 2010), as the leaders (management) are in contact with employees in their every-day work. Hence, entrepreneurial leadership has been introduced.

Entrepreneurial leadership has been defined by various authors, with one overarching widely used definition by Gupta et al. (2004, p. 242): "Leadership that creates visionary scenarios that are used to assemble and mobilize a 'supporting cast' of participants who become committed by the vision to the discovery and exploitation of strategic value creation." Thus it is a leadership style in which the skill to influence employees to manage resources strategically to stimulate opportunity- and advantage-seeking behaviour is important (Ireland et al., 2003). Especially in uncertain environments, entrepreneurial leaders are capable of stimulating innovation and identifying business opportunities (Vecchio, 2003; Chen, 2007; Surie & Ashley, 2008).

Entrepreneurial leadership has several aspects. First of all, the encouragement of risk taking: as a leader to allow other employees to act (empowerment) and make decisions, and for the employees to dare to take a risk (Vecchio, 2003; Okudan & Rzasa, 2006; Chen, 2007; Kempster & Cope, 2010; Strubler & Redekop, 2010). Second, pro-activeness: stimulating employees to actively look for business opportunities (Okudan & Rzasa, 2006; Chen, 2007). Thirdly, innovativeness: stimulating employees to be creative, come up with new business ideas to keep innovating (Okudan & Rzasa, 2006; Chen, 2007; Surie & Ashley, 2008; Kempster & Cope, 2010). Fourth, autonomy: stimulating employees to work independently and allowing them the freedom to do so (Vecchio, 2003; Okudan & Rzasa, 2006). Fifth, competitive aggressiveness: stimulating employees to learn from competitors and look around for business opportunities outside the comfort zone (Okudan & Rzasa, 2006). Lastly, taking ownership: stimulating employees to take responsibility for their actions and feel as if they are part of the company and as such responsible for the success of it (Currie et al., 2008).

Kuratko (2007) states that the degree and frequency of entrepreneurial activity in an organisation by a leader determine the presence of entrepreneurial leadership. For entrepreneurial leadership particularly the communication with employees and the communication of a vision are extremely important for the success of encouraging entrepreneurial behaviour in employees (Gupta et al., 2004; Chen, 2007; Ruvio, Rosenblatt, & Hertz-Lazarowitz, 2010).

However, not all scholars agree on the existence of an entrepreneurial leadership style; Li, Bao and Jiang (2013) argue that a real entrepreneurial leadership style does not exist and is just a combination of all different types of leadership styles, such as transformational (Currie et al., 2008; Ensley, Hmieleski,

& Pearce, 2006; Wang, Tee, & Ahmed, 2012), authentic (Shirey, 2006), visionary (Strubler & Redekop, 2010), and transactional (Wang et al., 2012) leadership. Even though entrepreneurial leadership is built on a mixture of several leadership styles, this does not necessarily imply it is not a distinct leadership style. Entrepreneurial leadership in particular has a very clear aim to encourage entrepreneurial behaviour and attitudes in the organisation and so differs from other leadership styles.

Before discussing a possible relationship between entrepreneurial leadership and social performance, the term social performance will be defined in the following paragraph.

2.2 Social performance

Corporate social performance (CSP) is a term widely seen in the literature of the 1980s and 1990s. Based on the work of Wartick & Cochran (1985) and Carroll (1979), Wood (1991, p. 693) defines CSP as: “A business organization’s configuration of principles of social responsibility (institutional: legitimacy, organisational: public responsibility, individual: managerial discretion), processes of social responsiveness (environmental assessment, stakeholder and issues management), and observable outcomes (social impacts, programs and policies) as they relate to the firm’s societal relationships.” Freeman’s stakeholder theory (1984) has had a strong influence on this definition concerning the aspect of social responsiveness; not only shareholders, but everyone who is affected by the organisation should be taken into account when doing business, such as employees and the community.

Wood (1991) further discusses a corporate social policy in which is acted on the corporate social responsibility (CSR). CSR, as one of three aspects of CSP, is perceived as the main theme of CSP to act on, even though it is only one dimension of CSP according to Wood (1991) (De Bakker, Groenewegen & Den Hond, 2005). However, according to Marom (2006) CSP is an approach to make CSR applicable to exercise, and has measurable performance indicators.

As well many other studies interchangeably use the terms CSP and CSR in which they are perceived as the same or with a similar meaning. Definitions of CSR are mainly based on Carroll’s (1979) explanation of the concept where CSR is the responsibility of business consisting of economic, legal, ethical and philanthropic expectations of society.

Besides CSP and CSR, a third similar concept ‘Corporate Sustainability’ (CS) is introduced in the literature (Gladwin & Kennelly, 1995; Bansal, 2005). CS entails the triple bottom line (people, planet, profit) in which companies are urged to include social (people) and ecological (planet) aims besides the economic (profit) aims (Gladwin & Kennelly, 1995; Bansal, 2005). CSR and CS are interchangeably used by organisations as well, even though they do not have the same meaning. (Montiel, 2008).

In almost all definitions of CSP, CSR and CS it becomes clear that they must be integrated in the business processes and philosophy and should not be a separate task of an organisation (Cochran, 2007). Thus, for this research it is considered that CSR and CS encompass the same aims and ideas, and are part of CSP. CSP enables the measurement of those concepts. To research the influence on CSP in this study, the social (people) and environmental (planet) outcomes are taken into account. Both dimensions include internal (e.g. employee wellbeing and saving energy) and external aspects (e.g. community programs), which are considered in this research.

In the following paragraph a possible link between entrepreneurial leadership and social performance of an organisation is elaborated upon.

2.3 Linking entrepreneurial leadership and social performance

The concept of social performance is found in much literature in the past decades. However, entrepreneurial leadership just received attention in recent years. The question is whether entrepreneurial leadership could influence the social performance of the organisation, and what is the nature of this relationship if this is the case. Could entrepreneurial leadership contribute to this? Is having entrepreneurial behaviour in an organisation of value for a better social performance? Or is it actually an undesirable development? A better social performance not only leads to a higher profit, and good image, but as well could play a role in the competitive advantage of the firm (Porter & Kramer, 2006).

Summarising the research question, the following research model has been developed (figure 1). This model portrays the question whether there is a relationship between an entrepreneurial leadership style and the social performance of the organisation. Specifically, all aspects of entrepreneurial leadership will be evaluated on their importance to the possible link. In addition, the link will be evaluated separately for the social (people) and environmental (planet) dimension.

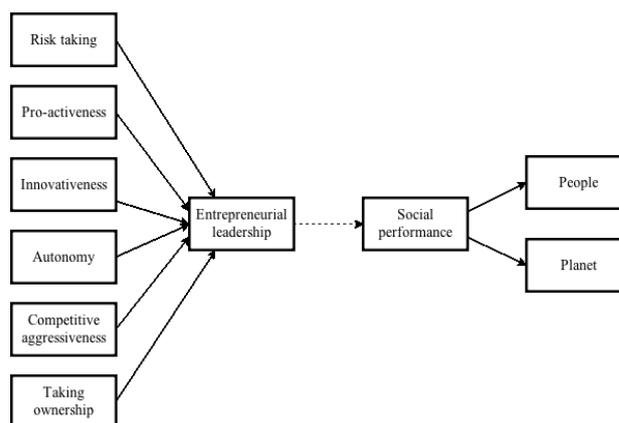


Figure 1: Initial research model

3. METHODS

In this chapter the methods used in this research will be discussed in detail. First, the collection of the data is explained, then the respondent characteristics are elaborated upon, and lastly, the analysis of the data is described.

3.1 Data collection

Entrepreneurial leadership is a novel topic in literature that lacks empirical research, especially in the area of the outcomes of it on the social performance of the organisation. Therefore, this thesis is an explorative study to gain more understanding on the phenomenon and the behaviour of leaders, accordingly qualitative research techniques are used (Babbie, 2012).

In total fifteen students have used one fixed interview protocol on this topic (appendix A), which was translated to both Dutch and German by two students of the group. All interviews took place between 12 May and 20 June, 2014, in most cases at the office of the respondents in the Netherlands and Germany. Several interviews were as an exception conducted via video conferencing or telephone, in a café or at the home of the respondent. The interviews were conducted in the native

language of the respondent when possible (mostly Dutch or German) to ensure that the respondent was better able to express his feelings and thoughts. An interview on average lasted 45 – 60 minutes and was audio recorded. The audio recordings of the interviews were solely used to transcribe the interviews. The transcripts of the interviews and the study findings have been anonymised, which strengthens the expected openness and honesty of respondents in answering the interview questions (Muller & Granese, 2012).

3.1.1 Interview protocol design

The interview protocol consists of three separate parts. At the start of the interview was shortly explained why this study is conducted and why the interviewee was asked to participate. The first part of the interview then focused on gaining background information of the respondent such as their function in the organisation and years of experience. With an introduction by the researcher and these questions which are easy to answer for the respondent, the interviewee may feel confident and at ease which results in more, open and honest answers to these and the following questions (Leech, 2002).

The second part of the interview protocol applied a Critical Incident Technique (CIT). CIT is a way of doing a qualitative interview to research critical incidents with the aim to gain understanding about the subject of the research from the perspective of an individual. Events are considered critical if it makes a significant contribution to the phenomenon. The incidents are identified by the respondent, so they select one that they consider most relevant on the topic and, therefore, provide a rich source of data (Flanagan, 1954; Gremler, 2004). CIT is an inductive research method and thus applicable for this study as the subject of entrepreneurial leadership is relatively new and asks for more in-depth exploration.

The last part of the interview protocol contained open-ended questions considering contingency factors and outcomes of entrepreneurial leadership.

3.1.2 Probing techniques

During the interview several probing techniques as identified by Bernard (2000) were applied to lead respondents to sharing more information. The ‘Tell me more’ probe and ‘Echo probe’ were used especially in the second part of the interview protocol for the CIT question to share more details on the specific incident. Moreover, the ‘Silent probe’, where the researcher remains silent for the respondent to ponder aloud, and ‘Uh-huh probe’ were exercised to edge the interviewees to continue talking about the subject.

3.2 Respondent characteristics

The respondents were purposively selected (Polkinghorne, 2005) so that respondents could provide relevant experiences and data on the topic of entrepreneurial leadership. Criteria for the interviewees for this research were to have a managerial position with at least three direct reports and one year of experience. This was decided as the managers are closest to the employees and they are the ones who are able to lead in an entrepreneurial manner towards the employees and as such are able to observe the outcomes. The respondents hold a position in different types of organisations varying in sector, size and structure. Participants were recruited by using the own network of the students performing the research.

For the whole study a total of 82 managers were interviewed, of which seven were interviewed by the researcher and writer of this paper. For this specific research (thesis), a sample has been drawn and data of twenty interviews has been taken into account. According to Guest, Bunce and Johnson (2006) for

qualitative research using interviews as a method the saturation of new information was evident within twelve interviews. Kvale and Brinkmann (2009), on the other hand, state that at least ten interviews should be conducted before the ‘law of diminishing returns’ interferes and almost no new information is found. Thus, with twenty interviews the sample size in this study is large enough to have a rich data set.

This sample has been selected as these comprise all interviews of this study available on the 18th of June, 2014, and that took place in the Netherlands. Thus, the research is focused on organisations in the Netherlands. The respondents in this sample come from fifteen different sectors in the Netherlands varying from non-profit as Government and Education to for-profit as Financial services, Consultancy and Hospitality. Of these twenty interviewees four were females and seventeen males with an average age of 41 years. A table with general information about the respondents of the sample can be found in Appendix B.

3.3 Data analysis methods

For this particular research thesis not all the data of the entire interview were used as the dataset consisted of responses to various topics. Thus, for this study exclusively the responses concerning social performance were taken into account. To analyse the data open coding is applied (Gibbs, 2010) and a coding scheme was developed to be able to synthesise the data, and have a better overview of the effects of entrepreneurial leadership on an organisation’s social performance. As a basis for the coding, guidelines from Saldaña (2012) have been used.

The research focuses on the relation between the two concepts of entrepreneurial leadership and social performance; whether a relation is present, if so positive or negative, and if so for the social (people) and/or environmental (planet) aspects. Besides, it is reflected upon which specific aspects of entrepreneurial leadership are important for the social performance and what the respondents understand as or associate with social performance.

4. EMPIRICAL FINDINGS

This chapter reviews the main findings relevant to the research question as well as other interesting findings worth mentioning. The relationship between entrepreneurial leadership will be considered on three different levels: general, people dimension, and planet dimension. Besides, the relative importance of the aspects of entrepreneurial leadership is illustrated.

All quotes presented were originally in Dutch but have been translated by the researcher; the translated quotes can be found in Appendix E.

4.1 Entrepreneurial leadership – social performance

Several contrasting answers are found about a possible linkage of entrepreneurial leadership and social performance in general (table 1).

Anniq_1 clearly states that with an entrepreneurial leadership style, employees actively participate and the attention to societal issues is increased, thus positively related.

“If you lead in an entrepreneurial way and you challenge people on innovation, change, and in taking risks and analysing risks, you will of course receive much more input and many more dimensions for a problem or solution. [...] Then you see that the eye for societal relations increases.” (Anniq_1)

In contrast, Salem_2 and Annique_2 do not directly think these concepts are related, that entrepreneurial leadership and social performance are not linked.

“I would really like to answer that this is undisputedly linked to each other, but I think they really are two separate things still.” (Salem_2)

“Yes, I notice for example that I can’t make a lot of moves concerning sustainability or social aspects.” (Annique_2)

Besides, several respondents have their doubts and come up with a third variable which is important to the success of the influence of entrepreneurial leadership on social performance. For example Justin_4 states that with entrepreneurial leadership the social performance can be influenced, however, only if you give attention to these matters as a leader. Justin_2 mentions the importance of good contact between the leader and the employees as a precondition for a (positive) relationship.

“You could combine it very well, but you would have to pay attention to it.” (Justin_4)

“Good contact with employees is of importance.” (Justin_2)

Table 1: Linkages as indicated per respondent

Respondent	Influence entrepreneurial leadership on People	Influence entrepreneurial leadership on Planet
Annique_1	positive	positive
Annique_2	positive	not related
Annique_3	indirect positive	indirect positive
Annique_4	not mentioned	positive
Annique_5	positive	not mentioned
Annique_6	positive	not related
Annique_7	positive	not related
Salem_1	not related	not related
Salem_2	not related	not related
Salem_3	positive	not mentioned
Salem_4	positive	not mentioned
Salem_5	positive	positive
Justin_1	positive	not mentioned
Justin_2	positive	not mentioned
Justin_3	positive	positive
Justin_4	positive	positive
Justin_5	not related	positive
Sivak_2	positive	indirect positive
Sivak_3	positive	not related
Sivak_4	positive	not mentioned

In total sixteen respondents stated that the influence of entrepreneurial leadership on the people dimension of social performance was positive. Though, for the planet aspects the opinions are divided; seven respondents clearly state that the two concepts are not related, another five interviewees do not mention environmental dimensions in their answer at all, the remaining eight respondents do acknowledge an (indirect)

positive relationship. Two of the twenty respondents clearly state that entrepreneurial leadership is not related to either of the concepts.

In the following sections separately the people and planet dimensions are analysed.

4.2 Entrepreneurial leadership – people

If only people aspects in general are considered, most respondents indicate a positive influence of entrepreneurial leadership. Sivak_3 and Annique_6 indicate that the social dimensions are certainly taken into account in the organisation with an entrepreneurial leadership style, because the employees view the organisation as theirs too and acknowledge the role they could play to contribute to the performance.

“Eventually it will benefit the social performance. In the end we are here for the society, so that will certainly be taken into account.” (Sivak_3)

“I do think that, if people are stimulated with entrepreneurial leadership, [...] they will see the business as theirs too and understand that their role in it contributes to better social performance.” (Annique_6)

Annique_2 considers increased satisfaction and self-development of employees as a result of entrepreneurial behaviour, which is considered positive for the people dimension of social performance.

“I find it difficult to really say what the social effect is of entrepreneurial leadership, to be able to measure it. But you can notice it from the employee satisfaction and self-development.” (Annique_2)

Besides, from the study it turns out that entrepreneurial leadership could influence several specific social aspects, which are presented in the following paragraphs.

4.2.1 Absenteeism

One of the mentioned concepts affected by entrepreneurial leadership on the people aspect is absence through illness. According to respondents the absenteeism is lower if employees are led in an entrepreneurial way, thus this is positively related.

“What I noticed is that there is less absenteeism due to illness at employees who receive freedom and responsibility.” (Sivak_2)

“By making people committed, responsible, stimulate etc., you hope you can positively influence absenteeism through illness.” (Annique_7)

4.2.2 Employee retention

Another aspect affected by entrepreneurial leadership on the people aspect is employee retention. According to interviewees the employee turn-over is lower if employees are led in an entrepreneurial way, because people are satisfied, feel part of the project, and feel happy. Hence, this is positively related.

“I know that my employees in general are very satisfied, we have a lower employee turn-over [...] because everyone feels part of the project.” (Salem_4)

“Yes, the wellbeing of employees in general; if people feel comfortable and can express themselves; it changes how you go to work. [...] you get a better feeling about it, and you have less people leaving the job because they do not feel pleasant at work.” (Annique_2)

4.2.3 Employee wellbeing

Another concept on the people dimension is employee wellbeing, which is as well positively related to entrepreneurial leadership as reported by the respondents. Mostly because

employees feel more appreciated and have a better feeling about work if led with an entrepreneurial leadership style.

“I think it also has a positive effect on the social aspect. [...] If you lead in this way, I think the staff feels more appreciated. [...] So I think they feel socially more comfortable.” (Sivak_4)

“Yes, the wellbeing of employees in general; if people feel comfortable and can express themselves; it changes how you go to work.” (Annique_2)

However, Annique_5 states that if employees can handle an entrepreneurial leadership style, it can have a large positive impact on their wellbeing. So he clearly gives a condition that employees must be able to deal with so much freedom and responsibility in their work

“If they can handle it – that is really important – it has a considerable influence on the way people do their job and their wellbeing. [...] So for that group it would be very good.” (Annique_5)

4.3 Entrepreneurial leadership – planet

Most respondents did not consider environmental (planet) aspects and only mentioned social (people) aspects. A clear example is by Sivak_3.

“Concerning sustainability and the environment, I don’t have anything to say about that.” (Sivak_3)

On the contrary, Annique_4 indicates a positive relationship where sustainability becomes integrated in the company by giving the employees freedom to share their opinion.

“By giving people the freedom, that kind of aspects (sustainability) come in, and that becomes a flow and will grow effortlessly into the business.” (Annique_4)

Also Annique_7 does agree that entrepreneurial leadership could positively influence the environmental social performance, however, only if this aim is known among the subordinates: that they are aware of this aim and expectations are expressed to them.

“I find that for taking on a sustainable business is something you should of course create awareness about. [...] you must trigger them. [...] You must express an expectation, it does not happen effortless.” (Annique_7)

On the other hand, Annique_6 states that sustainability is a dimension related to their sector and expertise (architecture), and is not necessarily linked to entrepreneurial leadership; it rather is part of the job. Though, the interviewee does mention the notion that employees pick up signals about sustainability and use these in their work, so the pro-activeness of the employees could be considered an aspect of entrepreneurial behaviour in the organisation.

“They do not necessarily need to be linked to each other I think, because if I think about sustainability that really is a matter of occupational knowledge. [...] Also from the society signals arise about sustainability, which are picked up.” (Annique_6)

Some notions on entrepreneurial behaviour concerning the planet dimension are discussed in the next paragraph. The last paragraph of Chapter 4.4 describes tools the respondents mentioned and associate with a good environmental social performance, but which are not necessarily linked to entrepreneurial leadership.

4.3.1 Entrepreneurial behaviour on the planet dimension

A case of entrepreneurial behaviour on the planet aspect by employees is the introduction of separation of trash and that the

employee, by being pro-active, has influenced others in the organisation to join this greening initiative:

“(Employee name) separates trash [...] and I did not instruct her to do so, but we all adapted it now.” (Justin_5)

Besides, Justin_3 mentions that by paying attention to the planet dimension energy use and amount of transport could be influenced. Also he emphasises that by being innovative more sustainable products and packaging is generated.

“Paying attention that you save energy, do not transport too much. [...] Being continuously innovative with new products, better packaging materials.” (Justin_3)

4.3.2 Tools

Yet, those who do talk about the planet dimension mainly describe tools they use to contribute to a better environment but mostly not relate these to entrepreneurial leadership or entrepreneurial behaviour (of employees). For example the opportunity for employees to use e-bikes and iPads:

“Yes, we are also busy with that; we have the e-bikes.” (Salem_1)

“For the salesforce I have arranged an iPad so they could directly fill it in digitally.” (Justin_4)

4.4 Particular aspects of entrepreneurial leadership affecting social performance

From the data it becomes clear that not all aspects of entrepreneurial leadership are equally important to influence the social performance (appendix D). Autonomy and taking ownership were mentioned by six respondents as playing a part in the influence on social performance. Most of these respondents mentioned explicitly the employees who received the freedom to act.

“What I noticed is that there is less absenteeism due to illness at employees who receive freedom and responsibility.” (Sivak_2)

“By giving people the freedom, that kind of aspects (sustainability) come in, and that becomes a flow and will grow effortlessly into the business.” (Annique_4)

“Then people start thinking ‘where are we now, are we on the right track?’ or ‘hey, I read this in the paper the other day, would that be something for us?’ So that people start seeing the business as theirs too and understand that their role in it contributes to better social performance.” (Annique_6)

As well important is pro-activeness; five interviewees mentioned this specifically in their answer.

“(Employee name) separates trash [...] and I did not instruct her to do so, but we all adapted it now.” (Justin_5)

However, innovativeness does apparently not play a major role for social performance as only three respondents mentioned this aspect in relation to social performance. Also competitive aggressiveness and risk taking were mentioned solely by Annique_1. Annique_1 also is the only respondent who mentioned all aspects of entrepreneurial leadership in relation to social performance.

“What you notice in general when leading in an entrepreneurial way and you challenge people on innovation, change, and in taking risks and analysing risks, you will of course receive much more input and many more dimensions for a problem or solution. [...] Because people will look for each other’s expertise to think about what is promising and what is not, [...] they look further than the existing departments and look for it on their own initiative.” (Annique_1)

Seven interviewees did not mention any of the aspects specifically in their answer. These numbers are almost equally divided over the people and planet dimension, thus, it does not make a difference that one particular aspect is more important to one dimension or the other.

4.5 Other findings

During the interviews another variable presented itself which was mentioned by several respondents: employee commitment. According to them employee commitment is directly influenced by entrepreneurial leadership and could then indirectly influence the social performance of the organisation. This finding is elaborated upon in the next paragraph.

4.5.1 Direct employee commitment

Both Sivak_2 and Annique_3 have indicated that a direct outcome of entrepreneurial leadership is commitment of employees, and that committed employees have a higher wellbeing, have more eye for the social climate of the organisation and sustainability (Annique_3), and consciously deal with materials and machines of the organisation (Sivak_2). Thus, according to these interviewees entrepreneurial leadership directly leads to a higher employee commitment and indirectly leads to positive social performance (figure 2). This finding is beyond the scope of this study, however, offers food for thought which is discussed in detail in Chapter 5.1.4 and 5.4.

“What I noticed too is that, because of the commitment of employees, they handle more consciously with materials and machines.” (Sivak_2)

“I think committed employees have a higher wellbeing, feel more comfortable in an organisation, but also have more eye for the social climate of the enterprise, the sustainability of the enterprise.” (Annique_3)

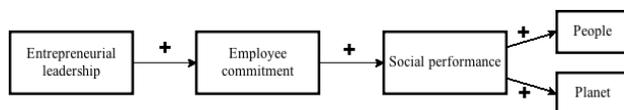


Figure 2: Relationship between entrepreneurial leadership and social performance according to Sivak_2 and Annique_3

5. DISCUSSION

As the findings have been laid out in the previous chapter, this chapter focuses on discussing these: how could the findings possibly be explained.

5.1 Key findings

From the findings several interesting conclusions emerge. To begin with, according to eighteen of the twenty respondents entrepreneurial leadership could influence social performance either on the social (people) or environmental (planet) dimension or both. Surprising is that this relationship has not been deemed negative in any of the cases. This could obviously in truth be the case, however, it could also be an indication that respondents give socially desirable answers (Mick, 1996).

Interesting as well is the fact that many respondents link social performance merely to people dimensions and do not consider environmental (planet) aspects as part of the social performance. This could be perceived as a sign that organisations render social performance concerning the people dimension as more important than the environmental performance, or that the respondents adapt a narrow view and

simply do not realise the environmental performance is also part of the corporate social performance.

In the following paragraphs the key findings for the people dimension, planet dimension, relative importance of the aspects of entrepreneurial leadership, and the finding on employee commitment are discussed.

5.1.1 Entrepreneurial leadership - people

Specifically for the people dimension the link was perceived positive by the majority of the respondents.

Interesting is that most interviewees consider employee wellbeing, absenteeism and retention as social aspects of social performance which are directly affected by an entrepreneurial leadership style. These are all internal aspects of social performance in the organisation. External social performance such as philanthropy, or influence on the community have merely been mentioned. Thus, this could imply that a lack of external focus is present in organisations nowadays and that organisations are more concentrated on how to retain and satisfy employees. This could indirectly refer to the assumption that happy employees are more productive employees (Zelenski, Murphy & Jenkins, 2008; Taris & Schreurs, 2009), which many organisations perceive as an important performance indicator.

Further statements remained general and did not discuss specific effects of entrepreneurial leadership on social performance. Though, social performance encompasses much more than only the internal aspects mentioned here. Thus, would it be acceptable to indicate a positive relationship on the people dimension if only these internal aspects were specifically stated. Could entrepreneurial leadership also influence the external social dimensions? This does not really come forward in the findings.

Besides, the reasons mentioned for a positive relationship for all three specific aspects (absenteeism, employee retention, wellbeing) are mainly concerned with the assumption that employees feel more comfortable in the organisation and get responsibilities if an entrepreneurial leadership style is applied. This, however, assumes that the respondents actually do lead in an entrepreneurial way (part of the time). This could also be an indication for socially desirable answers (Mick, 1996).

5.1.2 Entrepreneurial leadership - planet

Similarly to the people dimension the planet aspects mentioned by respondents (such as a paperless office, separating trash etc.) are mainly focused on internal processes. Only one respondent mentioned the purchase of certified wood, though did not relate this in any way to entrepreneurial leadership.

Even though several of the respondents think that entrepreneurial leadership could have a positive influence on the planet dimension of social performance, almost none of them gave a concrete example on how exactly it could be influenced. Nearly all respondents who indicate a positive relationship just state it is the case, but do not mention specific situations or specific aspects of the planet dimension on which this has an effect. The respondents who do illustrate their opinion, mostly give examples about how the organisation contributes to a better environmental performance, but now how or why this is related to entrepreneurial leadership. Thus, this decreases the reliability of the study because if you would interview the respondents again and specifically ask for examples, it might be that all of them come with irrelevant examples out of which could for instance be assumed a linkage does not exist between entrepreneurial leadership and environmental social performance (planet). Hence, it appears

the respondents find it difficult to link entrepreneurial leadership to environment social performance, and perceive this as separate from social performance.

Moreover, some of the respondents state that including sustainability in the business is not (per se) because of entrepreneurial leadership but because the market demands it from businesses more and more nowadays. It is true that a lot of organisations are required by external demands to fulfil environmental expectations (Ilmitch, Soderstrom & Thomas, 1999), however, *how* they fulfil these there entrepreneurial leadership could definitely play a role; as entrepreneurial behaviour is expected to increase amongst other things pro-activeness and innovativeness, which are key behaviours in idea generation for a more sustainable business.

5.1.3 Relative importance of aspects of entrepreneurial leadership

Entrepreneurial leadership encompasses six aspects according to the literature. Also in this study all six aspects have been mentioned at least by one respondent in relation to the social performance of the organisation. However, the amount of times the aspects were related by respondents does differ noticeably. Most often mentioned were pro-activeness, autonomy and taking ownership, thus these aspects were perceived to play an important role with regard to social performance. The other three aspects came forward a lot less often, so it could be assumed that these are perceived as less important to the social performance.

Unexpected is that even though the majority of respondents indicates a positive relationship concerning the people dimension and it is unclear for the planet dimension, the amount of times the aspects of entrepreneurial leadership are mentioned in relation to either of those dimensions does not truly differ. So from these findings it cannot be assumed that several aspects of entrepreneurial leadership are more important to one of those dimensions.

To give a reason for these findings is difficult, as in the study was not specifically asked for the importance of each aspect; these were mentioned by the respondents self. However, that taking risks was mentioned by only one person, could indicate that many organisations are still avoiding risk in their business practices which could be a long-term result of the crisis in 2009. Concerning competitive aggressiveness, it is not surprising that this aspect was only mentioned once; many organisations prefer to keep knowledge in-house instead of sharing this with others. The fact that innovativeness was mentioned only a few times is unexpected; especially since today's markets are more dynamic than ever (Drucker, 2011; Lee, Olson & Trimi, 2012) with rapidly evolving technologies and – very important – the opportunity to get in touch with data and people all over the world within a second, which expands the market. Particularly in relation to social performance concerning the external environment, innovativeness could play a key role. Perhaps that is a reason why it is not referred to that often; as most respondents did not mention external social performance, but focused merely on internal aspects.

Yet pro-activeness, autonomy, and taking ownership have been mentioned relatively often as aspects of entrepreneurial leadership and behaviour in employees related to the social performance. This could refer to Theory Y type of employees (McGregor, 1960) who are considered motivated to work and willing to participate in an organisation. This could explain that if employees are motivated and actively participate, they feel more part of the organisation, pro-actively think about possible improvements and come up with business ideas. Also in

relation to social performance, these employees would feel more comfortable in the organisation.

Nevertheless, the question remains that if a focused research would be done in particular about the specific aspects and their effect on the social performance (e.g. asking questions specifically per aspect instead of a general question such as has been done in this research) if similar data is found.

5.1.4 Entrepreneurial leadership – employee commitment

Additionally, several respondents have brought up the assumption that entrepreneurial leadership has a direct positive effect on employee commitment, and that committed employees are more concerned about the social performance. This is beyond the scope of this research, however, it are interesting relationships worth to investigate for these could have an impact on the social performance or the relationship with social performance. First of all, this assumes a positive relationship between entrepreneurial leadership and employee commitment, as people who are given the freedom and are empowered to act, are happier, feel more part of an organisation and feel more comfortable. This once more is in line with McGregor's (1960) theory Y type of employees that could be working in the organisation. Second, a positive relationship between employee commitment and social performance is assumed. Which is reversed to previous studies in which the influence of CSR on employee commitment was researched (for example by Brammer, Millington & Rayton, 2007; Ali et al., 2010), instead of the other way around as is suggested here.

Nonetheless, employee commitment offers a possible explanation for the positive relationship of entrepreneurial leadership on the corporate social performance. Thus, it could be considered a moderating variable; that if employees are committed the positive found relationship between entrepreneurial leadership and social performance is strengthened. It does not necessarily need to be a mediating variable as was suggested by the respondents, because the relationship was found positive anyway by more respondents who did not mention employee commitment.

5.2 Conceptual model

From the empirical finding the initial research model could be adapted; the updated model is illustrated in figure 3. The relative importance of each aspect of entrepreneurial leadership on social performance is illustrated with + and – signs, where ++ is mentioned most times as important, till (in this case) +- which means it is mentioned but only by one person and, thus, is questionable. Also the nature of the relationship with either the people or the planet dimension is shown as either positive (+), negative (-) or unclear (+-). For the people dimension most respondents agree on a positive relationship, in particular for several aspects. But for the planet dimension, the opinions are divided (positive or not related) and no specific aspects affected were clearly found.

The relative importance of aspects of entrepreneurial leadership to each specific dimension (people or planet) is not included in the model, because there was not a significant difference found between the two dimensions concerning this. Besides, employee commitment could be considered a moderating variable (chapter 5.1.4); that is if employees are committed to the organisation it could strengthen the relationship between entrepreneurial leadership and social performance. However, as this is brought up by respondents and beyond the scope of this research, it must still be validated in future research.

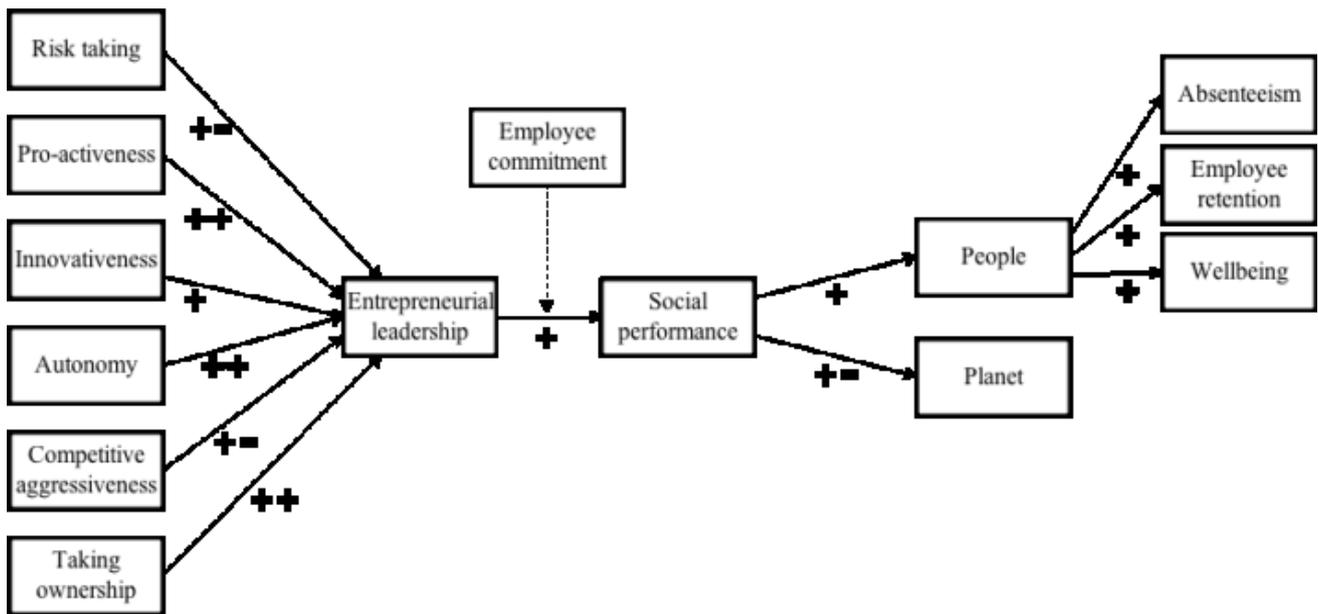


Figure 3: Conceptual model after empirical research, the signs + and – indicate the nature / strength of the relationship

5.2.1 Snags to take into account?

According to a few respondents, several preconditions exist for the influence of entrepreneurial leadership on social performance to work (well): whether the employee is able to deal with an entrepreneurial leadership style (1), good contact with employees (2), paying attention as a leader to social performance matters (3), and specifically for the planet dimension: to create awareness and express expectations on the performance (4). These aspects all could be relevant, though these were mentioned per precondition only by one respondent.

However, the first precondition could illustrate that entrepreneurial leadership should be a *situational* type of leadership; that for some employees this does work – those who enjoy freedom, take responsibility and want to participate (Theory Y, McGregor, 1960) – and that some employees prefer a more directive type of leadership (Theory X, McGregor, 1960). So it could indicate that whether entrepreneurial leadership could influence social performance is actually *dependent* on the employee, the follower.

Secondly, the second precondition would come across as logic, though what is considered ‘good contact’ for entrepreneurial leadership? The respondent did not mention what exactly he perceives as good contact and this could be interpreted very differently per person. Either talking a lot *to* your employees or talking a lot *with* your employees, sharing your ideas or challenge them to come up themselves with ideas etc. These all could be considered good contact depending on the person you ask. So what the respondent actually means in this case is not clear.

Lastly, the third and fourth precondition could be considered less entrepreneurial partly. Creating awareness and paying attention to social performance is important to stimulate employees to look as well for more socially relevant solutions and that they broaden their scope and independently come up with these. However, expressing expectations could be perceived as pressure and have a negative effect on employees’ autonomy and innovativeness as a clear direction is given and creativity becomes more focused and limited to this area only.

5.3 Implications

In this section the implications of the findings of this research are laid out. First, the scientific implications will be described:

what impact do these findings have for the available literature and which new topics does it address in the literature. Second, the practical implications for organisations will be explained.

5.3.1 Scientific implications

Database search indicates that this is the first paper researching the influence of entrepreneurial leadership on corporate social performance. With the exploratory research described in this paper a novel research topic has been introduced. This topic covers the relationship between entrepreneurial leadership and social performance of an organisation. This has been researched for both the social (people) and environmental (planet) dimension of social performance. As well the relative importance of each aspect of entrepreneurial leadership on the social performance has been evaluated. This paper introduces several specific variables affected by this relationship, and discussed possible explanations for the findings. Besides, a first conceptual model has been developed (figure 3) to illustrate the relationships found.

As concluded in Chapter 5.1 there is sufficient evidence to justify extended research into the topic, which will be addressed in Chapter 5.4.

5.3.2 Implications for practice

For managers in any type of organisation this research gives an indication that entrepreneurial leadership could influence entrepreneurial behaviour in employees, which could positively impact the social climate (people) of the organisation, especially on the internal dimension. According to these findings if employees are led in an entrepreneurial way, employees feel more at ease and actively participate, employee absenteeism and turn-over decreases, and wellbeing increases. Thus, for organisations aiming to achieve these results, those could consider changing their leadership style towards more entrepreneurial.

5.4 Limitations & recommendations for future research

By applying the CIT method as a part of the interview protocol, chances are that the study is (partly) biased (Michel, 2001; Gremler, 2004) as the CIT method is dependent on the memory and quality (degree of detail, truthfulness) of reporting of the respondents. In addition, in this research only managers have

been interviewed because of a restricted timeframe and, thus, the data only describes the incident from a managerial point of view of an individual. For a thorough analysis on the effect of entrepreneurial leadership on employees, it is advised to do case studies in which both managers and his/her direct reports are participating. In that way the opinions from different perspectives could be taken into account to have a more complete picture of the situation, and consequently increase the degree of detail and decrease the interpretation bias.

Besides, due to limited time and resources not all the transcripts have been sent to the respondents to check, and the data in this research has been coded by only one person (the researcher). Therefore, this could result in an interpretation bias as the researcher could have interpreted statements one way, whereas the respondent might have meant something differently. It could as well cause a selection bias, because the researcher may have looked for specific answers in the transcripts for the research. Also, seven of twenty interviews in this sample were done by the researcher self, which could even increase the selection bias for those interviews as she might unconsciously have been steering the interviews for specific directions in answers. Yet, as these seven are not the majority of the sample it is less probable to have an influence on the specific findings. It is suggested for future research to allocate more time for the data analysis in order to decrease the interpretation bias by sending the transcripts to the respondents for a check and by having more persons coding the transcripts.

Further, the majority (sixteen of twenty) of the respondents of the sample in this research are male. This could imply that male managers attribute a positive relationship to entrepreneurial leadership and social performance, whereas female managers could be less positive and vice versa. Thus, this unequal division of gender in the sample decreases the reliability of the study. Hence, for future research in this field it is suggested to have a more equal gender division in the sample to (de)validate the findings of this study.

Moreover, this study does not take into account possible other factors that could have had an impact on the respondents' views on and use of entrepreneurial leadership. For example trainings on leadership the managers could have received on the job, years of experience in a managerial position, gender etc. Thus, in future research more variables could be included to investigate whether the relationship from these finding could indeed be credited to entrepreneurial leadership or actually are influence by another variable (too).

As discussed in the previous chapter, employee commitment was mentioned by several respondents as a direct outcome of entrepreneurial leadership. Therefore, in future research this relationship could be studied more in-depth in which employee commitment could be measured using the operationalization of for example Mowday, Steers and Porter (1979). Also the relationship between employee commitment and social performance could be of value to organisations striving to improve the social performance. If it is indeed correct that committed employees strengthen the relationship for a better social performance, employee commitment as such could be an aim too for these organisations.

Interesting as well for future research is the notion that entrepreneurial leadership is a situational type of leadership (paragraph 5.2.1). Hence, whether a person could handle such a leadership style would then be a mediating variable between entrepreneurial leadership and social performance; entrepreneurial leadership *only* has a positive influence on social performance if the person is able to work with an entrepreneurial leadership style. Therefore, it is recommended

in future research to study this phenomenon in two groups (Theory Y and theory X type of employees (McGregor, 1960)) to isolate the outcomes of the relationship between entrepreneurial leadership and social performance, and whether it differs per group indicating that it would indeed be dependent on the follower.

In addition, this paper considers specifically how an entrepreneurial leadership style could influence social performance. Though for organisations wishing to increase the social performance, it would be of great value to investigate how other leadership styles influence social performance and which leadership style has the most impact on social performance, for organisations could pursue to most effective leadership style.

Furthermore, this research has focused solely on organisations in the Netherlands, whereas in other countries the outcomes could be very different due to culture differences. One indication that this is indeed the case was given by one interviewee who stated that entrepreneurial leadership is much more present in Anglo-Saxon countries: "*Abroad that really is different: much more. Of course it are the Anglo-Saxon countries which have that to a great extent, but I find the difference enormous.*" (Annique_1) Therefore, future research could study the difference concerning entrepreneurial leadership and its effect in different countries or regions.

Last of all, as this is a qualitative research the findings and conclusions are not generalizable to other sectors or studies due to the sampling method, way of collecting data and the analysis of it (Burnard, 2004).

6. CONCLUSION

This research approached to open up a novel area in scientific research. This explorative study considers the potential influence of entrepreneurial leadership on the social performance of an organisation applying qualitative research techniques. The findings and possible explanations for these have been extensively discussed. From the findings a positive relationship was found for the social (people) dimension and specifically on the aspects absenteeism, employee retention, and wellbeing. The relationship with the environmental (planet) dimension remains questionable. Employee commitment was found as a potential moderating variable in the relationship between entrepreneurial leadership and social performance, which is suggested to study in future research. Further, more recommendations for future research have been proposed and the limitations of this study described.

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9. APPENDICES

9.1 Appendix A: Interview protocol

English & [Dutch translation](#); Version 18-05-2014

Introduction of yourself and the study

First introduce yourself and thank the respondent for taking the time to be interviewed.

Explain briefly why you are doing this study:

a) your final project to obtain your bachelor degree, and

b) because you would like to learn more about leadership, in particular in relation to how leaders/managers encourage employees to behave entrepreneurially in organizations ([ondernemend gedrag in organisaties](#))

Introductory information on the respondent's background

- Name of organization ([Naam van het bedrijf / de organisatie](#))
- Type of industry / generally what type of product(s) or service(s) ([Sector, type product/service](#))
- Name of respondent ([Naam van de respondent](#))
- Gender ([Geslacht](#))
- Age ([Leeftijd](#))
- Name of function / position in the organization / main task-responsibility ([Functie naam, positie in de organisatie, voornaamste taak-verantwoordelijkheid](#))
- Experience in this specific position ([Ervaring in deze specifieke positie \(#jaren\)](#))
- Total experience in any managerial position ([Totale ervaring in een leidinggevende positie \(#jaren\)](#))
- Approximately, how many direct reports (=people that directly report to the manager in the formal hierarchy of the organization) ([Schatting #medewerkers die direct onder u vallen als leidinggevende / aan u rapporteren](#))
- What type of work do people under the manager do (direct reports and others in the hierarchy below manager) ([Type werk van medewerkers onder u in de hiërarchie](#))

Main interview question (critical incident technique)

1. Could you mention an example in your career of when you led your employees in an entrepreneurial way? If you have multiple examples please take the most recent one. Please take your time to choose and describe one example.
 - i. What happened in this situation or project? What was it about?
 - ii. Which specific behaviors did you demonstrate in this example? How did you show them?
 - iii. Could you describe in greater detail what you did or said exactly?
 - iv. Why did you show these behaviors?
 - v. What kind of behaviors did your employees show in this example? Could you describe them exactly?

[Kunt u een voorbeeld geven uit uw carrière waarin u aan uw medewerkers op een ondernemende manier leiding heeft gegeven? Als u meerdere voorbeelden heeft, kies dan de meest recente. Neem alstublieft de tijd om er een uit te kiezen en deze te beschrijven.](#)

- [Wat gebeurde er in deze situatie of dit project? Waar ging het over?](#)
- [Welk specifiek gedrag liet u zien in dit voorbeeld? Hoe liet u dit zien?](#)
- [Kunt u in meer detail beschrijven wat u precies deed en/of zei in dit voorbeeld?](#)
- [Waarom liet u deze gedragingen zien?](#)
- [Wat voor gedrag lieten uw medewerkers zien tijdens dit voorbeeld? Kunt u dit nauwkeurig beschrijven?](#)

2. [BACKUP IN CASE RESPONDENT FINDS IT HARD TO ANSWER OR TALKS ABOUT OTHER ISSUES THAN ENTREPRENEURIAL LEADERSHIP \(=OTHER TOPICS THAN THOSE RELATED TO RISK-TAKING, PRO-ACTIVENESS, INNOVATIVENESS, AUTONOMY, OWNERSHIP, OR COMPETITIVE AGGRESSIVENESS OR ENCOURAGING THESE\).](#)

[Can you mention an example in your career of when you encouraged your employees to take risks or take ownership; be autonomous, pro-active or innovative; or learn from competitors?](#)

[Kunt u een voorbeeld geven uit uw carrière waarin u uw medewerkers heeft gestimuleerd om risico of verantwoordelijkheid te nemen, zelfstandig te zijn, proactief of innovatief te zijn en te leren van concurrenten?](#)

!!! → IF QUESTION 2 NOT NECESSARY: EXPLAIN HERE THAT IN THE LITERATURE ENTREPRENEURIAL LEADERSHIP IS CHARACTERIZED BY RISK-TAKING, PRO-ACTIVENESS, INNOVATIVENESS, AUTONOMY, OWNERSHIP AND COMPETITIVE AGGRESSIVENESS AND ENCOURAGING THESE IN EMPLOYEES.

Contingency factors

3. How often do you lead your employees in an entrepreneurial way (regularly or occasionally)? Could you give a rough percentage?
Hoe vaak geeft u leiding aan uw medewerkers op een ondernemende manier (regelmatig of af en toe)? Kunt u een percentage hiervan inschatten?
4. In which circumstances do lead your employees in an entrepreneurial way, when do you think it is most useful? To what extent is such behavior useful?
Onder welke omstandigheden geeft u leiding aan uw medewerkers op een ondernemende manier; wanneer denkt u dat dit het meest nuttig is? In hoeverre is zulk gedrag nuttig?
5. In which circumstances do you think it is not useful?
Onder welke omstandigheden denkt u dat dit gedrag niet nuttig is?
6. How important is social intelligence – empathy, social awareness and skills – for leading employees in an entrepreneurial way?
Hoe belangrijk is sociale intelligentie – inlevingsvermogen, sociaal bewustzijn en (sociale) competenties – voor het leiding geven op een ondernemende manier aan medewerkers?
7. How has your past experience influenced you in leading your employees in an entrepreneurial way? Has your opinion changed over time on this matter and if so why / when?
Hoe heeft uw ervaring (als leidinggevende) u beïnvloed in het leiding geven op een ondernemende manier aan uw medewerkers? Is uw mening veranderd metertijd betreffende dit onderwerp, en zo ja: waarom en wanneer?
8. Could you also give a recent example of when you did not behave in an entrepreneurial manner towards your employees and why?
Kunt u ook een recent voorbeeld geven van wanneer u niet op een ondernemende manier leiding gaf aan uw medewerkers? Waarom toen niet?
9. How would you describe your leadership in general?
Hoe zou u uw manier van leiding geven in het algemeen beschrijven?

Outcomes

10. What is in your opinion the effect of leading your employees in an entrepreneurial way on employee commitment? Please explain.
Wat is naar uw mening het effect van leidinggeven op een ondernemende manier op medewerkers hun betrokkenheid (commitment)? Kunt u dit uitleggen?
11. What is in your opinion the effect of leading your employees in an entrepreneurial way on economic performance of the firm?
Wat is naar uw mening het effect van leidinggeven op een ondernemende manier op de economische prestaties van het bedrijf / de organisatie?
12. What is in your opinion the effect of leading your employees in an entrepreneurial way on the social performance of the firm? E.g. employee wellbeing (**people**) or environmental sustainability (**planet**)?
Wat is naar uw mening het effect van leidinggeven op een ondernemende manier op de sociale prestaties van het bedrijf / de organisatie? Bijvoorbeeld medewerkers' welzijn of aandacht voor het milieu (duurzaamheid).

Closure of the interview

13. Do you have any final comments or thoughts on this matter you would like to share?
Heeft u nog andere opmerkingen of gedachten betreffende leidinggeven op een ondernemende manier die u zou willen delen?

Don't forget to thank the respondent and tell them that you will send your final paper when you are done and in case of questions they can contact you or your supervisor at the university (in other words: Michel Ehrenhard).

9.2 Appendix B: Respondent characteristics sample

Table 2: Respondent characteristics sample

Respondent	Type of industry/ products/ service	Gender	Age	Function	Experience this position (# years)	Total experience managerial position (# years)	# direct reports	Type work reports
Annique_1	Consultancy	Male	45	CEO	9	18	75	Consultants
Annique_2	Government	Female	40	Head department 'Bureau Kaderstelling & Controle"	2	5	32	Auditing, controlling, IT
Annique_3	Education	Male	54	CFO	1,5	34	400	(Managers departments) Finance, ICT, Facility Management, HRM
Annique_4	Housing consultants	Male	50	Co-director	9	19	9	Consultancy in the field of housing and everything related to this
Annique_5	Government	Male	63	Project manager	3	44	9	Planners, finance, managers of building and moving teams
Annique_6	Architecture	Female	38	Partner (50%) & Co-director	8	8	25	Architects
Annique_7	Logistic services	Female	50	Manager Group Facilities Netherlands	3	20	65	Facility management & maintenance
Salem_1	Catering Industry	Male	27	Owner and Head of operations	2,5	2,5	18	All-round catering
Salem_2	Government	Male	31	Team Manager	5	8	30	Administrative jobs on a social and legal level
Salem_3	Alarm installations	Female	27	Mechanic Manager	2	2	5	Mechanics, installing alarm
Salem_4	Contact centre	Male	28	Team Leader	2,5	2,5	17	Call centre functions
Salem_5	Healthcare	Male	50	Team Manager	12	22,5	55	Intellectually disabled care
Justin_1	Video games, merchandise	Male	39	Store manager	8	13	12	Sales
Justin_2	Entertainment, events	Male	25	Founder	3	5,5	9	Promotion
Justin_3	IT	Male	50	Warehouse manager	6	15	25	Warehouse maintenance, order picking, order shipment
Justin_4	Financial services	Male	37	Manager large corporate	2	5	28	Relationship management, sales, consulting
Justin_5	Marketing	Male	50	Owner	20	20	4	Web design, marketing, flyers

Sivak_2	Hospitality / Tourism	Male	35	Floor manager	3	3	50	Barkeepers, waiters etc.
Sivak_3	Government	Male	40	Head of department License	6	10	25	Legal experts
Sivak_4	Financial services	Male	45	Authorized signatory accountant	10	10	30	Consultants, assistant accountants
		4 female, 16 male	41	Average:	6	13	45	
				<i>Average without outlier (400):</i>			27	

9.3 Appendix C: Coding

Table 3: List of codes & categories question 12

Code	Category	Code	Category
social	associatie people	trots	feeling leader
maatschappij	associatie people	waardering tonen	leader do
werk en privé balans	associatie people	belangstelling hebben	leader do
milieu	associatie planet	in idee meegaan	leader do
duurzaamheid	associatie planet	uitdagen	leader do
vakinhoudelijk	associatie planet	positiviteit uitstralen	leader do
extra doen als organisatie	associatie sp	verantwoordelijkheid geven	leader do
MVO	associatie sp	vrijheid geven	leader do
rendement	demotivator	uitdagen op vernieuwing	leader do
snel geld verdienen	demotivator	uitsagen op verandering	leader do
extra doen	employees do	steunen	leader do
zuiniger omgaan met	employees do	praatje maken	leader do - contact
expertise opzoeken	employees do	contact	leader do - contact
afval scheiden	employees do	aandacht aan besteden	leader do - contact
plastic scheiden	employees do	communicatie	leader do - contact
oplettten op energiegebruik	employees do	awareness creëren	leader do - planet
input geven	employees do	doelstellingen meegeven	leader do - planet
uit eigen initiatief doen	employees do	verwachting uitspreken	leader do - planet
innoverend	employees do	losstaande dingen	link EL-SP
meebeslissen	employees do	combineren	link EL-SP
over maatschappelijke verantwoordelijkheid nadenken	employees do	betrokkenheid	outcome EL
iets gaan vinden over	employees do	werksfeer	outcome EL people
risicomangement	employees do	minder ziekteverzuim	outcome EL people
samenwerking	employees do	lage uitstroom	outcome EL people
eigen gang gaan	employees do	zelfontplooiing	outcome EL people
inbrengen	employees do	welzijn	outcome EL people
risico nemen	employees do	oog voor sociaal klimaat	outcome EL people

risico analyseren	employees do	bewust omgaan met materiaal	outcome EL planet
input geven	employees do	bewust omgaan met machinegebruik	outcome EL planet
deel voelen van	feeling employees	nieuwe producten (duurzaam)	tool - daarop stimuleren - planet
tevreden	feeling employees	betere verpakkingsmaterialen	tool - daarop stimuleren - planet
zin in	feeling employees	transportvermindering	tool - daarop stimuleren - planet
prettig voelen	feeling employees	iPad	tool - daarop stimuleren - planet
veilig / gedekt voelen	feeling employees	digitaal	tool - daarop stimuleren - planet
goed in je vel	feeling employees	paperless	tool - daarop stimuleren - planet
verantwoordelijkheidsgevoel	feeling employees	e-bikes	tool - daarop stimuleren - planet
gewaardeerd voelen	feeling employees	uitstapje	tool - people
plezier	feeling employees	flexibel werken	tool - people
enthousiast	feeling employees	thuis werken	tool - people
energie krijgen	feeling employees	samen in een grote ruimte	tool - people
durven	feeling employees	bedrijfskleding	tool voor betere werksfeer
belangrijk voor je	feeling employees	werkschoenen	tool voor betere werksfeer

planet not ment.

Salem_3

people { Ja, ik denk dat als we het hebben over het welzijn van de medewerkers door mijn manier van leidinggeven, dat er mee contact is gemaakt tussen het kantoorpersoneel en het personeel op de werkvloer, dus dat er meer wordt gecommuniceerd en meer persoonlijk contact is. En ik neem aan dat dat ook het welzijn dan verhoogt. *pos*

Salem_4 - *planet not ment.*

people pos { Ook daar zit een stukje betrokkenheid in, ik weet dat mijn medewerkers over het algemeen heel erg tevreden zijn, we hebben namelijk een lage uitstroom er zijn dus heel weinig mensen die niet meer voor ons willen werken. Waar het bij andere projecten een stuk hoger ligt, en alleen al omdat iedereen zich deel voelt van het project en ik denk dat dit het grootste verschil is als het mijn leiderschap vergelijk met dat van een ander. Die vaak binnen de callcenter branche veel meer directieve is.

Salem_5

if people + planet + { Nou ik denk dat het goed in vel zitten heel belangrijk is want dan heb je ook tijd voor andere zaken wat belangrijk voor je is, zoals milieu. Als jij denkt ik heb een klote baan en ik moet dit doen en dat doen en dan ga je ook niet denken van ik ga dat extra beetje voor het milieu uitvoeren zoals plastic scheiden ofzo. Als je daar positief instaat ga je ook positieve dingen doen. *people pos planet pos*

Sivak_1 ---

Sivak_2

people pos { Wat ik heb gemerkt is dat er minder zakteverzuim is bij de personeelsleden die veel vrijheden en verantwoordelijkheid krijgen. Daar waar de een bij een griepje al thuis blijft zie je dat de personeelsleden met groot verantwoordelijkheidsgevoel zich zo betrokken voelen bij het bedrijf dat zij zelfs bij ziekte bereid zijn te komen werken. Wat ik ook heb gemerkt is dat door de betrokkenheid van het personeel, ze bewuster om gaan met materiaal en machinegebruik. Dit is niet iets wat ik benadruk, dit is meer iets wat is voortgekomen uit de manier waarop ik leiding geef. *planet pos*

Wat vind u van deze waarneming?

Eigenlijk ben ik er best wel trots op dat mijn personeel zich op deze manier uit. Ik zeg altijd, wie goed doet, die goed ontmoet!

Sivak_3

people pos { Uiteindelijk komt het denk ik ten goede van de sociale prestaties. We zitten hier uiteindelijk voor de maatschappij dus daar wordt zeker rekening mee gehouden. Als je dat met z'n allen nastreeft dan komt dat denk ik wel goed. Wat betreft duurzaamheid en aandacht voor het milieu, daar heb ik niets over te geschrapt, daar kan ik niet zo heel veel aan doen. *planet not rel.*

3

Figure 5: Example coding interview question 12

9.4 Appendix D: Aspects entrepreneurial leadership influencing social performance

Table 4: Aspects entrepreneurial leadership influencing social performance

Respondent	Risk taking	Pro-activeness	Innovativeness	Autonomy	Competitive aggressiveness	Take ownership
Annique_1	x	x	x	x	x	x
Annique_2						
Annique_3						
Annique_4		x		x		
Annique_5				x		
Annique_6		x	x			x
Annique_7						x
Salem_1*	n/a	n/a	n/a	n/a	n/a	n/a
Salem_2*	n/a	n/a	n/a	n/a	n/a	n/a
Salem_3						
Salem_4						x
Salem_5						
Justin_1						
Justin_2						
Justin_3		x	x			
Justin_4				x		x
Justin_5		x				
Sivak_2				x		x
Sivak_3						
Sivak_4				x		
Total	1	5	3	6	1	6

* These respondents indicated that entrepreneurial leadership and social performance were not related.

9.5 Appendix E: List of original Dutch quotes used and their English translation

Freely translated by the researcher

English: “You could combine it very well, but you would have to pay attention to it.” (Justin_4)

Original Dutch: “Je kunt dat heel goed combineren, maar daar moet je echt aandacht aan besteden.” (Justin_4)

English: “Good contact with employees is of importance.” (Justin_2)

Original Dutch: “Goed contact met medewerkers is van belang.” (Justin_2)

English: “I would really like to answer that this is undisputedly linked to each other, but I think they really are two separate things still.” (Salem_2)

Original Dutch: “Ik zou heel graag willen antwoorden dat dit onomstreden verbonden is aan elkaar, maar ik denk dat het nog echt twee losstaande dingen zijn.” (Salem_2)

English: “Yes, I notice for example that I can’t make a lot of moves concerning sustainability or social aspects.” (Annique_2)

Original Dutch: “Ja, ik merk dat ik bijvoorbeeld qua duurzaamheid of sociaal dat je daar nog niet heel veel stappen in kan zetten.” (Annique_2)

English: “If you lead in an entrepreneurial way and you challenge people on innovation, change, and in taking risks and analysing risks, you will of course receive much more input and many more dimensions for a problem or solution. [...] Then you see that the eye for societal relations increases.” (Annique_1)

Original Dutch: “Als je ondernemend leidinggeeft en mensen uitdaagt op vernieuwingen, verandering, en ze uitdaagt in het durven nemen van risico’s, maar ook risico’s analyseren, is dat je natuurlijk veel meer input hebt en veel meer dimensies krijgt op een probleem of op een solution. [...] Dan zie je gewoon dat dat oog voor maatschappelijke verhoudingen dat neemt wel toe.” (Annique_1)

English: “Eventually it will benefit the social performance. In the end we are here for the society, so that will certainly be taken into account.” (Sivak_3)

Original Dutch: “Uiteindelijk komt het denk ik ten goede van de sociale prestaties. We zitten hier uiteindelijk voor de maatschappij dus daar wordt zeker rekening mee gehouden.” (Sivak_3)

English: “I do think that, if people are stimulated with entrepreneurial leadership, [...] they will see the business as theirs too and understand that their role in it contributes to better social performance.” (Annique_6)

Original Dutch: “Ik denk wel dat als mensen met ondernemend leiderschap worden gestimuleerd, [...] dat mensen wel het bedrijf ook als hun bedrijf gaan zien en snappen dat hun rol daarin leidt tot betere (sociale) prestaties.” (Annique_6)

English: “I find it difficult to really say what the social effect is of entrepreneurial leadership, to be able to measure it. But you can notice it from the employee satisfaction and self-development.” (Annique_2)

Original Dutch: “Ik vind het lastig om nou echt te zeggen wat is het sociale effect van ondernemend leidinggeven, om dat echt te kunnen meten. Maar het is meer tevredenheid en zelfontplooiing van medewerkers, daar kun je het wel aan merken.” (Annique_2)

English: “What I noticed is that there is less absenteeism due to illness at employees who receive freedom and responsibility.” (Sivak_2)

Original Dutch: “Wat ik heb gemerkt, is dat er minder ziekteverzuim is bij de personeelsleden die veel vrijheid en verantwoordelijkheid krijgen.” (Sivak_2)

English: “By making people committed, responsible, stimulate etc., you hope you can positively influence absenteeism through illness.” (Annique_7)

Original Dutch: “Doordat je mensen betrokken maakt, verantwoordelijk maakt, stimuleert etc., hoop je dat je ziekteverzuim positief kan beïnvloeden.” (Annique_7)

English: "I know that my employees in general are very satisfied, we have a lower employee turn-over [...] because everyone feels part of the project." (Salem_4)

Original Dutch: "Ik weet dat mijn medewerkers over het algemeen heel erg tevreden zijn, we hebben namelijk een lage uitstroom [...] omdat iedereen zich deel voelt van het project." (Salem_4)

English: "Yes, the wellbeing of employees in general; if people feel comfortable and can express themselves; it changes how you go to work. [...] you get a better feeling about it, and you have less people leaving the job because they do not feel pleasant at work." (Annieque_2)

Original Dutch: "Ja, medewerkers' welzijn in het algemeen; als mensen goed in hun vel zitten, hun ei kwijt kunnen in hun werk; doet dat iets met hoe je naar het werk gaat. Als het goed is, krijg je daar een beter gevoel bij en heb je minder uitval door mensen die het niet naar hun zin hebben op het werk." (Annieque_2)

English: "I think it also has a positive effect on the social aspect. [...] If you lead in this way, I think the staff feels more appreciated. [...] So I think they feel socially more comfortable." (Sivak_4)

Original Dutch: "Ik denk dat het ook een positief effect heeft op het sociale aspect. [...] Als je op deze manier leiding geeft, denk ik dat het personeel zich meer gewaardeerd voelt. [...] Dus ik denk dat ze zich sociaal prettiger voelen." (Sivak_4)

English: "If they can handle it – that is really important – it has a considerable influence on the way people do their job and their wellbeing. [...] So for that group it would be very good." (Annieque_5)

Original Dutch: "Als ze het aankunnen – dat is echt wel belangrijk – dan heeft dat behoorlijk invloed op de wijze waarop mensen hun werk doen en op hun welbevinden. [...] Dus voor die groep zou dat heel goed wezen." (Annieque_5)

English: "Concerning sustainability and the environment, I don't have anything to say about that." (Sivak_3)

Original Dutch: "Wat betreft duurzaamheid en milieu, daar heb ik niets over te zeggen." (Sivak_3)

English: "They do not necessarily need to be linked to each other I think, because if I think about sustainability that really is a matter of occupational knowledge. [...] Also from the society signals arise about sustainability, which are picked up." (Annieque_6)

Original Dutch: "Die hoeven niet per se aan elkaar gelinkt te zijn denk ik, want ik denk als het gaat over duurzaamheid dat is bij ons natuurlijk een heel vakinhoudelijk verhaal. [...] Uit de samenleving komen ook de signalen over duurzaamheid en die worden opgepikt." (Annieque_6)

English: "By giving people the freedom, that kind of aspects (sustainability) come in, and that becomes a flow and will grow effortlessly into the business." (Annieque_4)

Original Dutch: "Door mensen de vrijheid te geven, komen dat soort aspecten (duurzaamheid) binnen en dat wordt gewoon een stroom en vanzelf groeit dat in je bedrijf mee." (Annieque_4)

English: "I find that for taking on a sustainable business is something you should of course create awareness about. [...] you must trigger them. [...] You must express an expectation, it does not happen effortless." (Annieque_7)

Original Dutch: "Ik vind duurzaam ondernemen is natuurlijk wel iets dat je eerst 'awareness' moet creëren. [...] Je moet ze ook wel triggeren. [...] Je moet wel een verwachting uitspreken, het gaat niet vanzelf." (Annieque_7)

English: "Yes, we are also busy with that; we have the e-bikes." (Salem_1)

Original Dutch: "Ja, daar zijn we ook mee bezig; we hebben de e-bikes." (Salem_1)

English: "For the salesforce I have arranged an iPad so they could directly fill it in digitally." (Justin_4)

Original Dutch: "Ik heb voor medewerkers buitendienst een iPad geregeld zodat ze het gelijk in kunnen vullen digitaal." (Justin_4)

English: "(Employee name) separates trash [...] and I did not instruct her to do so, but we all adapted it now." (Justin_5)

Original Dutch: "(Naam Werknemer) scheidt afval [...] en ik heb haar dat niet opgedragen, maar wij gaan daar nu in mee." (Justin_5)

English: “Paying attention that you save energy, do not transport too much. [...] Being continuously innovative with new products, better packaging materials.” (Justin_3)

Original Dutch: “Goed op te letten dat je zuiniger omgaat met energie, niet te veel transporten. [...] Continu innoverend te zijn met nieuwe producten, met betere verpakkingsmaterialen.” (Justin_3)

English: “Then people start thinking ‘where are we now, are we on the right track?’ or ‘hey, I read this in the paper the other day, would that be something for us?’ So that people start seeing the business as theirs too and understand that their role in it contributes to better social performance.” (Annique_6)

Original Dutch: “Gaan mensen ook nadenken ‘goh waar staan we eigenlijk, zitten we op de goede koers?’ Of ‘hee ik las laatst dit in de krant, is dat iets voor ons?’ Dus dat mensen wel het bedrijf ook als hun bedrijf gaan zien en snappen dat hun rol daarin leidt tot betere prestaties.” (Annique_6)

English: “What you notice in general when leading in an entrepreneurial way and you challenge people on innovation, change, and in taking risks and analysing risks, you will of course receive much more input and many more dimensions for a problem or solution. [...] Because people will look for each other’s expertise to think about what is promising and what is not, [...] they look further than the existing departments and look for it on their own initiative.” (Annique_1)

Original Dutch: “Nou wat je merkt in algemene zin is dat als je ondernemend leidinggeeft en mensen uitdaagt op vernieuwingen, verandering en ze uitdaagt in het nemen van risico’s, maar ook risico’s analyseren, is dat je veel meer input hebt en veel meer dimensies krijgt op een probleem of op een solution. [...] Omdat mensen elkaar’s expertise gaan opzoeken om beter na te denken over wat kansrijk is en wat niet, [...] ze komen uit hun bestaande werkuilen en zoeken dat meer uit eigen initiatief op.” (Annique_1)

English: “What I noticed too is that, because of the commitment of employees, they handle more consciously with materials and machines.” (Sivak_2)

Original Dutch: “Wat ik ook heb gemerkt, is dat door de betrokkenheid van het personeel ze bewuster omgaan met materiaal- en machinegebruik.” (Sivak_2)

English: “I think committed employees have a higher wellbeing, feel more comfortable in an organisation, but also have more eye for the social climate of the enterprise, the sustainability of the enterprise.” (Annique_3)

Original Dutch: “Ik denk dat betrokken medewerkers meer welbevinden hebben, zich prettiger voelen in een onderneming, maar ook meer oog hebben voor het sociale klimaat van de onderneming, de duurzaamheid van de onderneming.” (Annique_3)

English: “Abroad that really is different: much more. Of course it are the Anglo-Saxon countries which have that to a great extent, but I find the difference enormous.” (Annique_1)

Original Dutch: “In het buitenland is dat echt anders: veel meer. Nou het zijn natuurlijk wel de Anglo-Saxische landen die dat in belangrijke mate hebben, maar ik vind het verschil enorm.” (Annique_1)