Impact of Corporate Social Responsibility on an Organization's Culture: A Multisite Case Study of a Global Nonprofit Organization

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Dedication

This dissertation is dedicated to my family

for their continuous encouragement and support;

to my husband, Paul, for his belief in me,

and our children, Adam, Charli, and Cale,

for their inspiration. May they always follow their dreams.

Acknowledgments

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Abstract of the Dissertation

Impact of Corporate Social Responsibility
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A Multisite Case Study of a Global Nonprofit Organization

This multisite case study explored the role that a global nonprofit organization plays in decreasing the gap of inequality and contributing to the greater society. This research identified what processes were used to implement, increase, or alter global corporate social responsibility (CSR) efforts. This research identified how global CSR efforts impacted and were impacted by the organizational culture. In addition, the study explored how CSR efforts changed or expanded to meet the demands of a globalized society, with a particular focus on the mutual relationship between these expanded efforts and the organizational culture. It studied the internal impact of the CSR efforts as well as how the organization related externally. This qualitative study made use of three sources of data: semistructured interviews, document and artifact analysis, and observations. The use of various methods of data collection helped to ensure reliability and trustworthiness and added to the thick description of the case.

This exploratory study yielded seven major conclusions. (1) The organization's CSR efforts impact its organizational culture, including artifacts, espoused values, and basic assumptions. (2) The impact is reciprocal, as the organizational culture also impacts CSR efforts. (3) CSR efforts should reflect the needs of society and adapt to meet changing societal needs to balance the organization's internal culture and external image. (4) Senior leadership and policy volunteers are instrumental to the implementation of CSR efforts throughout the organization as well as to the organizational culture. (5) Partnering with other entities increases an organization's CSR efforts and results in better

serving its community and organizational needs. (6) CSR processes increase awareness and impact to promote goodwill locally and globally. (7) CSR efforts need to be included in the organization's strategic plan and align with the mission and vision of the organization.

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CHAPTER 1:

INTRODUCTION

Global corporate citizenship is being increasingly embraced by large corporations. As van Weltzien Hoivik and Mele (2009) explained,

> A milestone for introducing this concept took place in January 2002, during the World Economic Forum in New York. It emphasized that business leadership processes focusing on the company's impact on society and its relationships with stakeholders are not "add-ons" but fundamental to core business operations. (p. 551)

Global corporate citizenship goes beyond the concepts of corporate philanthropy and includes social investing, corporate social responsibility (CSR), and corporate social entrepreneurship, with each focusing on "the global space" (Schwab, 2008).

While the notion of CSR is not new, it is only in the past few decades that it has acquired global dimensions and developed into a full-blown field of action (Sethi, 1975). When an organization engages in CSR initiatives, there are benefits to society, to the host organization, and to the receiving organization at micro (individual), meso (departmental), and macro (organizational) levels, which in turn have an impact on the organizational culture. Considering how change leads to monumental alterations to organizational realities at the micro, meso, and macro levels, new symbols and stories are essential for the organizing circumstance (Yukl, 2008).

Corporations face mounting pressures to comply with standards of social responsibility in areas such as labor relations, consumer protection, community empowerment, and human rights (Held, 2002). Most multinational companies have incorporated CSR practices to impact the global society (Torres-Baumgarten & Yucetepe, 2009). Multinational companies can have a big impact on the gap of

inequality, particularly in the countries where they do business. Small and medium enterprises make up over 90% of businesses worldwide and 50% to 60% of employment; these enterprises need to take an even greater role in CSR. The benefits are mutual to both the organization and to society as a whole. Small and medium enterprises can be very innovative in exercising corporate citizenship, without necessarily following the patterns of large multinational companies (van Weltzien Hoivik & Mele, 2009).

Nonprofit organizations can also have a huge impact on globalization, particularly in bridging the gap of inequality. The firm must balance its obligations to its stakeholders with its commitment to the local community (Torres-Baumgarten & Yucetepe, 2009). Nonprofit organizations often take on activities that would be considered social activism, as they are working with society's most pressing needs (Berman, 1998). Nonprofits or nongovernmental organizations are increasingly seen as powerful agents of change in the context of CSR, with the potential to cause substantial changes in corporate management, strategy, and governance (Doh & Teegen, 2003).

The researcher's experiences and education helped form a better understanding of the global society and how nonprofit organizations help to meet society's needs globally. The researcher witnessed first hand the widening gap of inequality that exists and how it affects the quality of life for people. In some countries, the poverty, crime, and HIV rates were concerning. If not addressed, these areas will eventually affect the global society as well. The researcher observed the increase of the gap of inequality; the contrast between the haves and have not's is alarming. Organizations can impact the global society as a whole; they can also impact the gap of inequality that exists today. It is through CSR efforts that organizations will have the most impact on the global economy. As

organizations receive the benefits of being in business, they also have the responsibility to contribute to the greater good of society.

A unique benefit of CSR that the nonprofit sector brings is that of partnership. A nonprofit identifies a community need or CSR action and often partners with a for-profit organization to implement the CSR practices to benefit society. The cross-sector alliance offers benefits to both the for-profit and nonprofit organization. On the business side, the motivation traditionally relates to increased legitimacy (Inkpen, 2002), positive reputation effects (Oliver, 1990), increased social status and recognition, and opportunities for learning in the field of CSR (Arya & Salk, 2006). The nongovernmental organization partner is motivated by increased competition for limited funding, escalating societal needs, hostile environmental forces, and serious sustainability concerns (Melaville & Blank, 1973). Partnerships between for-profit and nonprofit organizations can create win-win situations and promote a synergistic combination of strengths, resources, and expertise (Jamali & Keshishian, 2009). The question then arises: Under what conditions do partnerships create win-win situations? This research looked closely at the role of one nonprofit organization in decreasing the gap of inequality, examined partnerships that resulted from the organization's CSR efforts, and examined how CSR affected the organization's culture.

Statement of the Problem

Global inequality is increasing at a rate unprecedented in history (Neubauer, 2007). Most countries are still considered "developing," with a per capita income of less than $1,000 (Choi, Kim, & Kim, 2010). Globalization has had definite winners and losers, which has widened the gap of inequality (Neubauer, 2007); further, with

globalization, the disparity between countries is more apparent. When the risks of society take on global proportions, people will be forced to deal with them in new ways, and reflection and social responsibility will increase. Not only is globalization a social process of increased interconnectedness, but it is driven and organized by organizations and markets (Garsten, 2003). As globalization increases, social responsibility to help reduce inequality becomes more important. Organizations can participate in this effort through CSR efforts, which have several key components to ensure that organizations are culturally sensitive and adaptable to global society needs.

Globalization, marked by dramatically increasing interdependence both within and among countries, is drastically influencing organizational demographics and culture. As organizational culture is becoming more global, there is a need for corporations to adapt to meet the needs of our changing society. Organizations are finding that their vision of social responsibility is as important to society as their overall organizational vision (Kaufmann, Reimann, Ehrgott, & Rauer, 2009).

As corporate activity extends across the world, organizations have to respond accordingly, to the wider social context in which organizational activities are undertaken; there is talk of corporate responsibility, corporate citizenship, and democracy (Garsten, 2003). In today's dynamic competitive environment, adaptability is especially critical to organizational success (Levy, Beechler, Taylor, & Boyacigiller, 2007).

Purpose of the Study

The purpose of this study was to explore the role that one global nonprofit organization plays in decreasing the gap of inequality and contributing to the greater society; this study particularly examined three exemplary sites of a global nonprofit

organization. This research identified what processes were used to implement, increase, or alter the global CSR efforts at all three sites. It also studied how global CSR efforts impact and are impacted by the organizational culture. In addition, the study explored how CSR efforts have changed or expanded to meet the demands of a globalized society, with a particular focus on the mutual relationship between these expanded efforts and the organizational culture. It examined the internal impact of the CSR efforts as well as how the organization related externally. This case study begins to fill a gap in the literature relating to organizational culture and CSR, particularly their reciprocal impacts.

The study site was the U.S.–based YMCA, which has 2600 locations in the United States and a presence in 119 countries. The YMCA has been practicing CSR efforts for over 150 years. It has expanded its global social responsibility efforts over the past few years and has been more intentional about them and about how it contributes to the global society. Many YMCAs have not yet adopted the new global perspective, or if they have, they are not putting the intentional process into practice. This study looked at how three U.S. sites of the YMCA implemented or expanded their global social responsibility efforts to benefit society.

Research Questions

In line with the purposes of the study, the following research questions were addressed:

1. What effects do the CSR efforts have on the organizational culture at each site, including its artifacts, espoused values, and basic assumptions? In turn, what impact does the organizational culture have on CSR efforts?

2. How do the three locations, which are part of a global nonprofit organization, operationalize their CSR efforts to meet the organizational needs?
    A. What processes were used to implement or expand CSR efforts at the sites?
    B. What changes evolved through the implementation process?

Significance of the Study

This explorative case study adds significantly to the literature on CSR efforts within the nonprofit sector, which will benefit the nonprofit sector, the for-profit sector, and the academic community. As our society becomes more globalized and the gap of inequality increases, CSR is a means to help balance society while helping to improve developing countries. Globalization also requires organizations to be flexible and adaptable in understanding and relating to different cultures. Companies can serve as global leaders by taking a constructive role in solving urgent social problems, and they can help significantly in addressing these challenges (Pies, Beckman, & Heilscher, 2010). Additional theoretical work may also be helpful in addressing issues related to business ethics and relationships between developed countries and bottom-of the-pyramid countries (Choi et al., 2010, p. 304).

While CSR practices are common among many organizations, there is still a need to deepen the involvement of those participating and promote it among those that are not yet participating (Vives, 2006). Vives commented that nonprofit organizations can add significant value to global society by helping to address equality issues.

The study examined how three sites of a global nonprofit organization address societal issues through global CSR initiatives. It examined how they implement or expand their CSR efforts. The study site, the YMCA of the USA, has undergone a major

shift in the last few years, particularly with its global CSR practices, and it is important to understand how this shift has affected the organizational culture and CSR efforts.

This study also provides value in determining if there is a reciprocal relationship between organizational culture and CSR efforts. It can help determine best practices or processes when implementing or expanding CSR efforts. Additionally, in examining the criteria used by the three different sites to incorporate global CSR strategies, the study addresses whether what works for one organization works for another organization (von Weltzien Hoivik & Mele, 2009).

Lastly, nonprofit organizations often collaborate with other organizations. The benefits of these partnerships are worth exploring to gain a better understanding of how the partnerships form and the impact the partnerships have on all the entities involved. The current research is among the first to support the claim that regardless of the type of CSR initiative responsible for the brand associations, the nonprofit may be seen as offering its seal of approval to that product if there is a fit between the two. Consequently, nonprofits may want to consider the fit issues prior to selecting a CSR partner brand.

Conceptual Framework

This study examined a global nonprofit organization's implementation of CSR, including its participation in national and international partnerships and how global CSR impacts the organizational culture (Figure 1.1). Organizations that include global CSR practices are often impacted in turn by the initiatives implemented. This study determined if there was a reciprocal relationship between organizational culture and CSR efforts for the three YMCAs studied.

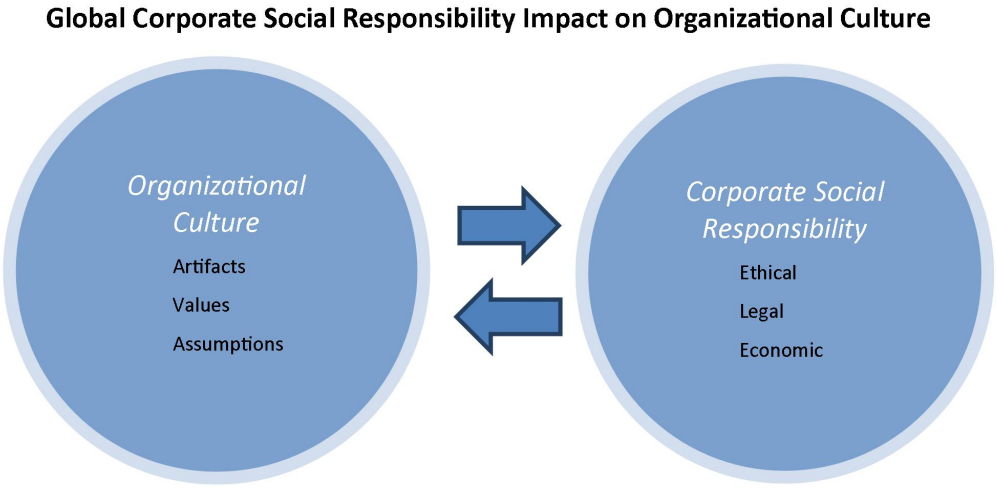

Figure 1.1. Conceptual framework: Corporate social responsibility in a global nonprofit organization, including its use of partnerships, and the relationship with organizational culture.

Organizational Culture

Schein (1996) stated that "the inattention to social systems in organizations has led researchers to underestimate the importance of culture—shared norms, values, and assumptions—in how the organization functions" (p. 229). He also commented that in this evolution, we have gained important concepts but have not yet understood the impact of culture.

Schein (1992) identified three levels of culture: artifacts, espoused values, and basic assumptions. Artifacts are things you can see, and espoused values can be determined based on what people say or on how they interact with one another. Basic assumptions are taken for granted and invisible; according to Schein, the basic assumptions are the hardest of the three to change.

Schein acknowledged the need for more focus on organizations that are global, which is why a global organization has been identified for this study. Culture as a concept

has a long and checkered history. Schein (1992, 1996, 2004) addressed developing the right kind of culture—a quality culture. He also noted the importance of adaptability, particularly to the external environment, which results in internal changes (Schein, 2004).

Although Schein's organizational culture work overlaps in some areas with Hatch and Shultz's (1997) work, the researcher used Schein's work as the foundation for the conceptual frame because Schein's model looks at the three key elements of culture—artifacts, values, and assumptions—whereas Hatch and Shultz's work looks more at what is happening between these elements. This study examined the impact of CSR efforts on the organization's culture: artifacts, values, and assumptions.

Corporate Social Responsibility

CSR is defined as corporate actions that further social good beyond the interests of the firm and that are required by law (McWilliams & Siegel, 2000). Schwartz and Carroll (2003) described CSR efforts as a having three domains: ethical, legal, and economic. Although the organization may benefit economically from CSR efforts, that should not be the motive for CSR efforts. Rather, CSR efforts need to be focused on society (Siegel, 2009; Kaufmann et al., 2009). This study examined CSR efforts that focused on cause contribution, efforts that go beyond what is legally required to benefit humankind as a whole. Social responsibility is an important component of many organizational visions and should be included in every organization's strategic goals (Kaufmann et al., 2009). As corporate activity extends across the world, organizations have to respond accordingly. Corporate-sponsored outreach events promote team spirit among employees, while developing their personal and professional skills. Companies that support volunteerism also have advantages in recruiting and retaining employees.

Like their for-profit counterparts, nonprofit organizations have the ability to implement or expand global social responsibility initiatives that impact society as a whole.

Overview of Methodology

Yin's case study method was used as the research design for this study (Figure 1.2). According to Yin (1994), a case study is exploratory, explanatory, and descriptive, focusing on how and why questions. The goal of case study is to gain an in-depth understanding of the situation by focusing on the process instead of the outcomes (Merriam, 1998). Case studies can be used to provide description, test theory, and generate theory (Eisenhardt, 1989). This study consisted of three individual cases viewed as a whole case. An analysis of each case was used to answer the research questions. Findings were compared across sites to increase understanding of the theory being studied.

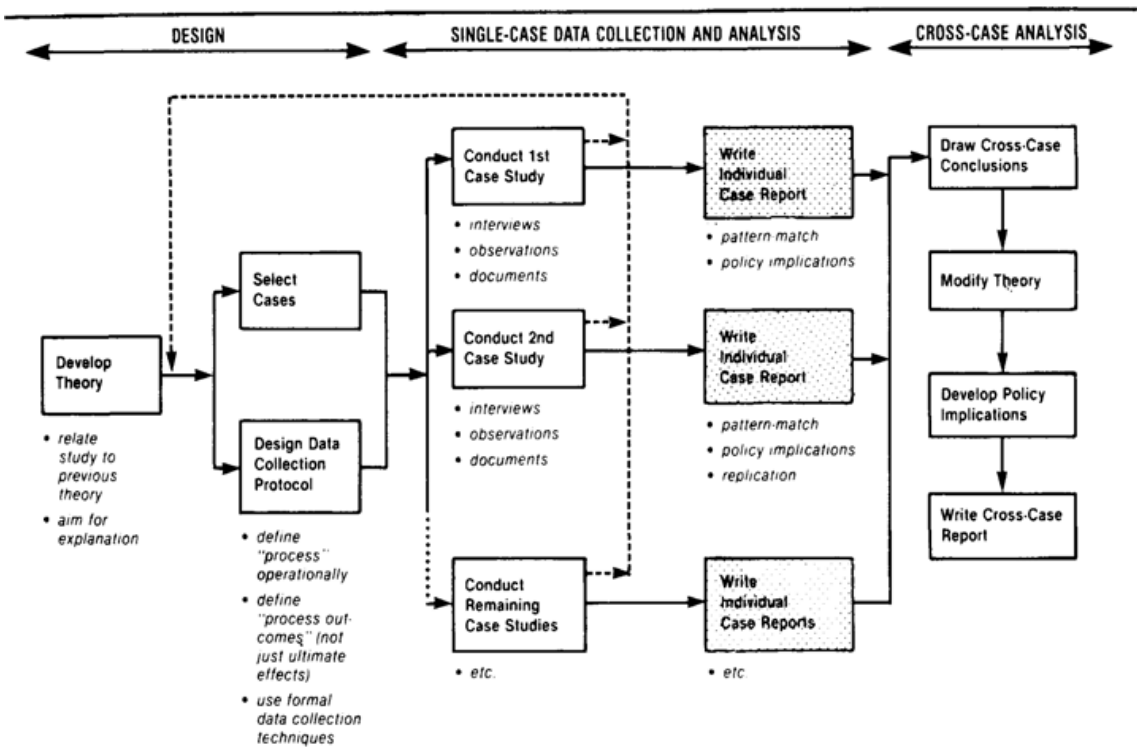

Figure 1.2. Yin's case study method.

The study employed an emic perspective, which is the perspective of a YMCA CSR key leader. Through an insider view, I made an etic connection between the scientific learning and organizational theory (Fetterman, 1989).

A site was sought with established practices of going above and beyond what is required by law to contribute to society and benefit humankind. The YMCA, a global nonprofit organization, was chosen as the study site. It has existed for over 150 years and has 2600 locations across the United States and a presence in 119 countries. Although the YMCA movement has always practiced social responsibility, it has reframed and expanded its practices in the last 5 years to create socially responsible global citizens. Currently 20 YMCA locations are actively participating in the new CSR efforts.

This study included three different YMCA locations, with varied sizes and different expressions of domestic and international CSR initiatives. All three sites are recognized as Global Centers of Excellence through Y-USA and have been involved extensively with CSR efforts, which are continuously evolving and expanding in new ways, particularly in regards to the YMCA's new CSR efforts.

The multicase design used the qualitative techniques of semistructured interviews, observation, and document analysis to support triangulation of the study. Twenty-two interviews were held with top-level managers and key individuals involved in the CSR practices of the YMCAs studied. The observations and document analysis, including analysis of policies and procedures, were utilized to better understand the culture of the organization. The evidence collected provided summative information on the national organization as well. The research examined the implementation process of each of the

YMCAs. It also examined the different partnerships each YMCA had in its CSR initiatives, along with the benefits of these partnerships.

Analysis of data within and across sites was guided by Carney's (1990) ladder of analytical abstraction (Figure 1.3).

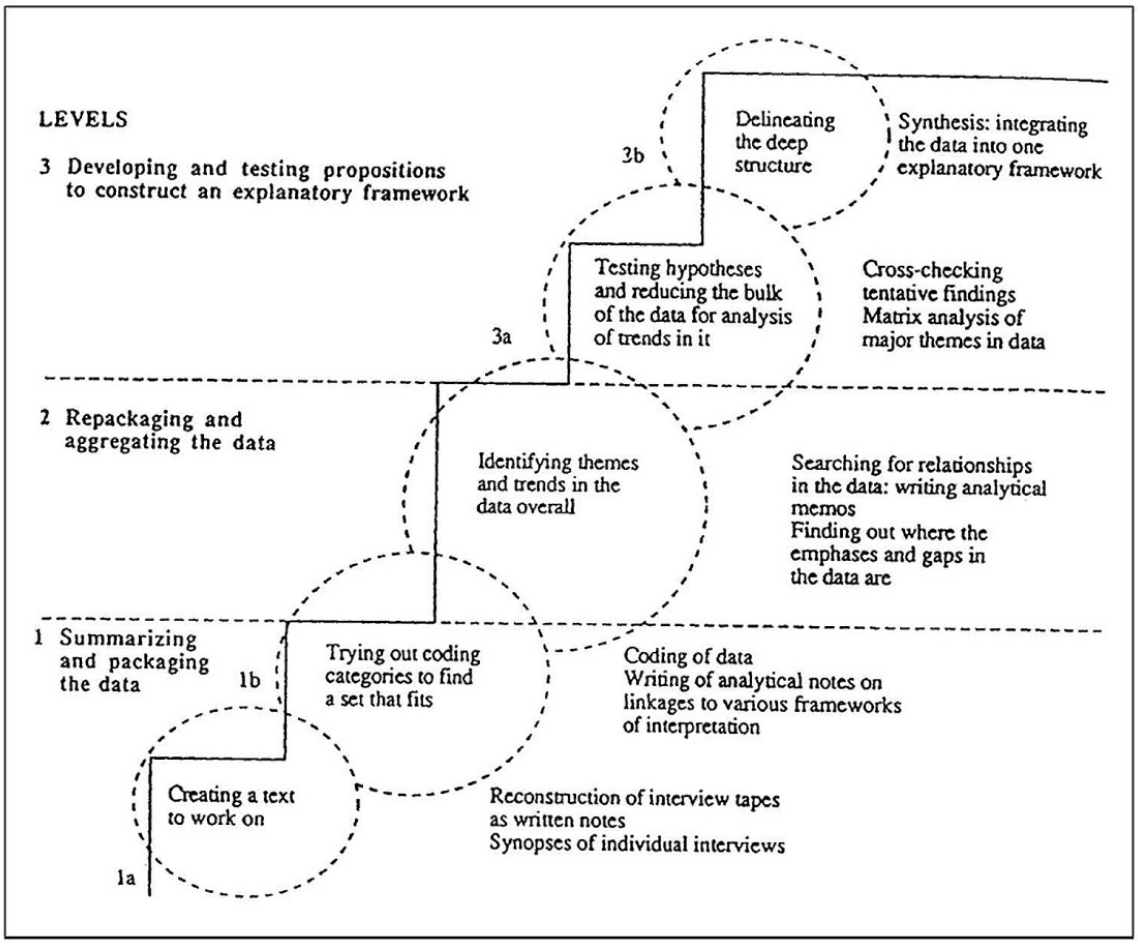

Figure 1.3. Carney's (1990) ladder of analytical abstraction.

Limitations of the Study

Since this research involved a multicase study of three YMCAs, it was limited by the organizations and their members. The YMCA was selected as a representative of a global nonprofit organization. While the findings in the study are relevant to theory, they

are not generalizable to other organizations (Yin, 2003). The site itself is a limitation, as the YMCA has practiced CSR efforts since its inception; therefore, the study explored how new CSR initiatives were implemented or expanded within an organization already practicing CSR in some capacity.

Additionally, the potential for researcher bias existed. Since the researcher has served as a YMCA professional for 20 years and worked in the nonprofit sector for 23 years, she made an effort to be open-minded and to ensure the study was balanced. Her personal biases may have been influential in examining the literature included in this study. She strove to ensure that the study was open to the findings and not derived from the literature.

Key Definitions

The following terms are used in this study:

Corporate social responsibility: Corporate actions that further social good beyond the interests of the firm and beyond what is required by law (McWilliams & Siegel, 2000). (The terms *corporate social responsibility* and *social responsibility* are used interchangeably in this study.)

Culture: A set of shared, taken-for-granted implicit assumptions that a group holds and that determine how it perceives, thinks about, and reacts to its various environments (Schein, 1992).

Emic: Conscious or unconscious behavior or beliefs that come from a person within the culture being studied (Fetterman, 1989).

Enacted values: What employees infer the values to be (Schein, 1992).

Espoused values: What senior management or publications say the values are (Schein, 1992).

Etic: Description of behavior or beliefs by an observer who does not participate in the culture studied and attempts to be culturally neutral (Fetterman, 1989).

Global corporate citizenship: Political and moral action in rule-setting processes and rule-finding discourse aimed at laying the foundation for value creation on a global scale (Pies et al., 2010).

Global inequality: Vast differences between countries in technology, education, and overall quality of life (Neubauer, 2007).

Globalization: The process by which worldwide social relations link distant localities, increasing interdependence and the probability that localities will be affected by distant events (Neubauer, 2007).

Proactive partial engagement: In support of something; on the side that favors one side of an issue ("Proactive partial engagement," 2011).

Small and medium enterprise: A business with up to 500 employees (Vives, 2006).

Social responsibility: The obligation of an organization's management towards the welfare and interests of the society in which it operates ("Social responsibility," 2011). (The terms *corporate social responsibility* and *social responsibility* are used interchangeably in this study.)

Values: A broad tendency to prefer certain states of affairs over others (Hofstede, 1980).

CHAPTER 2:

LITERATURE REVIEW

This chapter focuses on the literature related to the research questions of how a global nonprofit organization expands corporate social responsibility (CSR) initiatives and how those CSR efforts affect the organizational culture. The literature summarizes the study's two main constructs of CSR and culture. The databases used for this literature search were ProQuest and JSTOR; search terms included organizational culture, organizational culture of international businesses and nongovernmental organizations (NGOs), global impact initiative, global corporate citizenship, and CSR. The literature includes research on CSR within nonprofit organizations, as well as within multinational corporations and small and medium enterprises, where applicable.

Corporate Social Responsibility

The academic study of social responsibility has a long history dating back to the mid to late 1800s, but there has been a renewed focus on it in recent years. This change can be classified as a paradigm shift (Kuhn, 1970). Kuhn (1970) described a paradigm shift as something that changes or adds to existing theory. Social responsibility represents a change in the way organizations perceive the world or act in regards to their actions to benefit society.

Siegel (2009) argued that organizations should not engage in CSR for "moral" reasons or in response to societal pressure alone, but rather in response to a legitimate demand from groups (e.g., consumers) that can directly benefit the firm. Further, Siegel argued that social responsibility management practices should be implemented only if the

organization is profitable. Yet, more organizations today are participating in social development practices. A substantial amount of research has analyzed whether there is a positive association between the firm's financial performance and its environmental or social performance. In their review of the literature, Kaufmann et al. (2009) found that groups engaged in social and environmental sustainability were also the most profitable. When social responsibility practices are implemented, they result in many benefits to both society and to the organization, which in turn affect the profitability of the organization (Kaufmann et al., 2009; Ravasi & Schultz, 2006) and the organization's culture.

This section discusses CSR by reviewing its theoretical foundations and history of development. It then reviews some economic, legal, and ethical aspects of CSR and some historical and recent examples. The section closes with a discussion of CSR partnerships and global CSR. In the review of CSR, special attention is given to the works of Siegel, Crane, McWilliams, Schwartz, and Carroll.

Theoretical Foundations

Several theoretical foundations support the construct of social responsibility. Organization theory can be characterized by a range of assumptions about the ontological status of social reality (the objectivist-subjectivist question) and a range of assumptions about human nature (the determinist-voluntarist question) (Smircich, 1983). In 1979, Pondy and Mitroff advocated that organization theory move "beyond open system models of organization" to a "cultural model"—a model concerned with the higher mental functions of human behavior, such as creation or meaning.

Organizational theory distinguishes two problems that all groups deal with: (1) survival, growth, and adaptation in their environment and (2) internal integration that permits daily functioning and the ability to adapt (Schein, 1992). Increased social responsibility efforts have resulted from adapting to the environment and the need to address the gap of inequality. According to Kaufmann et al. (2009), social and environmental conditions in developing countries and the widening gap of inequality represent a global crisis. Desperate measures and major change are required to prevent the gap of inequality from increasing.

Another theoretical foundation relates to the responsibilities of business in society. Two general approaches are shareholder value theory and stakeholder theory. In contrast to shareholder value theory, which focuses only on owner profit, the stakeholder theory takes into account the individuals or groups with a 'stake' in or claim on the company. In a very general sense, stakeholders are groups and individuals who benefit from or by corporate actions. From this perspective, the notion of CSR means that "corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law or union contact" (Jones, 1980, p. 60). Reviewing CSR in a broad sense, stakeholder theory can be considered a CSR theory, because it provides a normative framework for responsible business towards society (Crane, McWilliams, Matten, Moon, & Sigel, 2008). Other mainstream theories on business responsibility that are relevant to CSR include corporate social performance, a theory basically grounded in sociology, and corporate citizenship theory, which has roots in political studies (Mele, 2006).

Changing Perspectives on CSR from the 1800s to the Present

Hay and Gray (1974) described three phases of CSR: the profit maximizing management phase, the trusteeship management phase, and what they called the quality of life management phase. Their study was published in 1974, and numerous developments have occurred since. Now the modern phase is believed to have begun in 1980. The major phases are discussed below.

Profit maximizing management phase. The first phase in the development of social responsibility was the profit maximizing management phase. This phase began in the mid to late 1800s. Emerging businesses were concerned with employees and how to make them more productive workers. Then and now, it is very difficult to differentiate what organizations are doing for business reasons, i.e., to make workers more productive, and what they are doing for social reasons. In the late 1800s, philanthropy was appearing, although it could be difficult to differentiate whether it was individual or business philanthropy. A charter of incorporation was bestowed on businesses that were socially useful (Eberstadt, 1973). From 1918 to 1929, the Community Chest Movement helped to shape business views of philanthropy, one of the earliest forms of CSR (Heald, 1970).

Trusteeship management phase. This phase lasted from the 1920s through the 1980s. In summarizing it, Hay and Gray (1974) described how managers were trustees, "responsible not simply for maximizing stockholder wealth but also for maintaining an equitable balance among the competing claims of customers, employees, suppliers, and the community, as well as the stockholders" (p. 136)

Different themes were stressed over the course of this phase, as displayed in Figure 2.1.

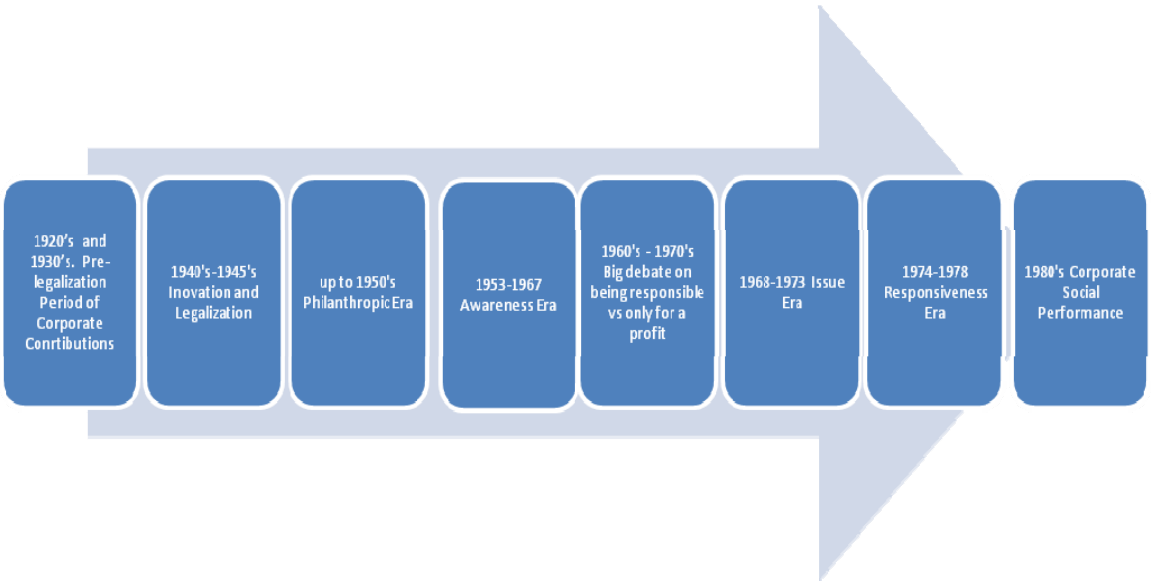

Figure 2.1. Trusteeship management phase of CSR.

Philanthropy. In the early years of this phase (1920s to 1930s), corporate contributions were perceived in a negative light, as giving away stockholders' assets without their approval (Muirhead, 1999). In this time period, the beneficiaries were primarily related to World War I, including the YMCA/YWCA, United Way, Boy Scouts, Salvation Army, and Community/War Chests.

During the "innovation and legalization" period of the 1940s and 1950s, giving was somewhat subjective to executive whim and was primarily in response to requests by beneficiary organizations. Recipients included the YMCA, American Red Cross, local community chest, and local hospitals (Muirhead, 1999, p. 15). Besides philanthropic efforts, the period through the 1950s showed more 'talk' than 'action' with respect to CSR. It was a period of changing attitudes.

Awareness, issues, and debate. The years 1953 to 1967 were classified as the 'awareness' era, in which there was more recognition of the overall responsibility of businesses and their involvement in community affairs. In line with the civil rights

movement, the following years, 1968 to 1973, were termed the 'issue' era, in which companies began focusing on specific issues such as urban decay, racial discrimination, and pollution problems.

Also in this period, debates appeared about the responsibility of businesses. Friedman (1970) argued that the business enterprise was responsible only for making as much profit as possible, always in compliance with the law, while scholars including Davis (1973), Walton (1967), and Andrews (1971) argued that businesses had other responsibilities. Friedman's position was clearly against the concept of social responsibility held in the 1960s, which emphasized the responsibility of business in facing social problems, including those such as pollution created by the companies themselves (Crane et al., 2008). However, more recently, scholars have discussed an ideal level of CSR determinable by a cost-benefit analysis and depending on several factors (McWilliams & Siegel, 2000). In this way, CSR becomes compatible with Friedman's vision, if one carefully calculates the optimal level of social output for maximizing shareholder value for each situation (Husted & Salazar, 2006).

Responsiveness. The mid to late 1970s were characterized by responsiveness, with companies taking serious management and organizational actions to address CSR issues. These actions included altering the membership of boards of directors, examining corporate ethics, and using social performance disclosures (Murphy, 1978).

Recent CSR phase. Like the trusteeship management phase, the recent CSR phase has also evolved and changed in focus, as summarized in Table 2.1. In 1980, Jones pointed out that CSR ought to be seen not as a set of outcomes, but as a process. One example of the quest in the 1980s to 'go beyond' as CSR was the growing acceptance of

Table 2.1
Corporate Social Responsibility Theorists from the 1980s to the 2000s

Theorist(s)	Orientation to CSR	Connection to CSR
Friedman (1970), Kaufmann et al. (2009), Jones (1980), Rivoli & Waddock (2011a)	CSR	Seen as a process, not a set of outcomes; social and ethical dimensions of business contributing to social welfare and human development.
Pondy & Mitroff (1979)	Cultural model	Beyond organization models to a model concerned with higher mental functions of human behavior.
Mele (2006), Jones (1980), Griffin & Mahon (1997), Rowley & Berman (2000)	Corporate social performance	Theory grounded in sociology and corporate citizenship with roots in political studies.
Murphy (1978), Freeman (1984)	Business ethics	Management and organization actions; assistance to community well-being was deemed for many years to be the quintessence of socially responsible business.
Epstein (1989), Wood & Logsdon (2002), Matten & Crane (2005), Waddock & Smith (2000)	Corporate citizenship	Reflected in company's assistance to community well-being.
Carroll (1991)	Diversification and globalization	Global corporate citizenship
Husted & Salazar (2006)	Shareholder value theory	Focuses on owner profit
Jones (1980), Crane et al. (2008), Matten & Crane (2005)	Stakeholder theory	Individuals or groups who benefit by corporate actions; provides a framework for responsible business towards society.
Schwartz & Carroll (2003), Windsor (2006)	Three-domain approach to CSR	Economic, legal, and ethical considerations.

the notion of 'corporate social performance' as a more comprehensive theory under which CSR might be classified or subsumed. Two very important 'alternative themes' to CSR that developed during the 1980s were stakeholder theory and business ethics. R.

Edward Freeman published his classic book on stakeholder theory in 1984. During the late 1980s and into the 1990s, philanthropy expanded considerably. The prominent themes that continued to grow and take center stage in the 1990s included corporate social performance, stakeholder theory, business ethics, sustainability, and corporate citizenship. A fair amount of research sought to examine the relationship between corporate social performance and financial performance (Griffin & Mahon, 1997).

Corporate citizenship, more than any other concept, began to compete with CSR. Being a good global corporate citizen includes "actively engaging in acts or programs to promote human welfare or goodwill" (Carroll, 1991, p. 42) and is related to philanthropic responsibility, which "reflects global society's expectations that business will engage in social activities that are not mandated nor generally expected of business in an ethical sense" (Carroll, 2004, p. 118). In the late 1980s, a respected scholar in the business and society field explained that "good [corporate] citizenship as reflected in company assistance to community well-being through its financial and non-monetary contribution was deemed for many years to be the quintessence of socially responsible business behavior" (Epstein, 1989, p. 586). However, since the 1990s and even earlier, the concept has expanded from its traditional meaning, and the language of corporate citizenship has frequently been used as equivalent to CSR (Wood & Logsdon, 2002). Whether corporate citizenship becomes a distinct area of study or simply another way of articulating or framing CSR remains to be seen.

By the 2000s, the emphasis on theoretical contributions to the concept and meaning of CSR had given way to empirical research on the topic and a splintering of interest away from CSR and into related topics such as stakeholder theory, business

ethics, sustainability, and corporate citizenship. Rowley and Berman (2000) presented a brand new brand of corporate social performance. They argued that existing research in related disciplines such as marketing and human relations could help accelerate our understanding of corporate social performance. The years of 2001 and 2002 were dominated not by new concepts of CSR but rather by empirical research linking CSR to corporate social performance and other relevant variables.

In the past 20 to 30 years, the idea that companies can do well by doing good has caught the attention of executives, business academics, and public officials. Leading international institutions, such as the United Nations, have sought to create a partnership between the private sector, governments, and civil society. According to the "do well by doing good" proposition, firms have a responsibility to achieve larger social good and can do so without a financial sacrifice. Approached strategically, CSR need not be a cost and can be a source of competitive advantage (Karnani, 2011a, p. 69). As an example, John Mackey, the founder and CEO of Whole Foods, stated,

> The most successful businesses put the customers first, ahead of the investors. For the CSR proposition to have any real substance the firm has to produce more social value than a normal profit-maximizing firm; there needs to be a trade-off between profit-maximizing strategies and social welfare. (as quoted in Karnani, 2011a, p. 71)

More global companies have appeared in the economy, and management positions dedicated to corporate giving have begun proliferating in the organizational charts of major companies. The beneficiaries of CSR initiatives have included education, culture and the arts, health and human services, civic and community projects, international recipients, community partners, and NGO partners (Muirhead, 1999). During the 1990s, many of these beneficiaries had become global. Many companies

today voluntarily produce multiple bottom-line or sustainability reports to demonstrate their CSR, and some are using the Global Reporting Initiative's more rigorous but still voluntary reporting framework to do so (Rivoli & Waddock, 2011a, p. 88).

Throughout the current era, several best practices in CSR have been recognized, categorized into six types of social initiatives: (1) cause promotion, increasing awareness and concern for social causes; (2) cause-related marketing, contributing to causes based on sales; (3) corporate social marketing, implementing behavior change initiatives; (4) corporate philanthropy, contributing directly to causes; (5) community volunteering, encouraging employees to donate their time and talents in the community; and (6) socially responsible business practices, engaging in discretionary practices and investment to support causes (Kotler & Lee, 2005; Perrini, 2005).

Economic, Legal, and Ethical Aspects of CSR

On the conceptual front, Schwartz and Carroll (2003) presented a three-domain approach to CSR, consisting of economic, legal, and ethical considerations. CSR depends on all three areas to be successful. The three-domain approach can be described as a three-legged stool (Figure 2.2).

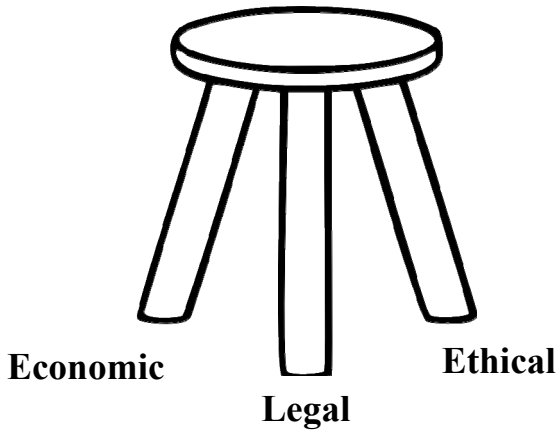

Figure 2.2. Three-domain approach to corporate social responsibility.

Windsor (2006) related the three approaches to corresponding theories: (1) ethical responsibility theory, which presents strong corporate self-restraint and altruistic duties and expansive public policy to strengthen stakeholders' rights; (2) economic responsibility theory, which advocates market wealth creation subject only to minimalist public policy and perhaps customary business ethics; and (3) a legal framework wherein social responsibility begins where the law ends. A firm is not socially responsible if it merely complies with the minimum required by law, because this is what a good citizen would do (Davis, 1973). The notion of CSR emphasizes the social and ethical dimensions of business and its role in respecting and defending human rights and contributing to social welfare and human development within society.

In terms of ethics, the first principle of business ethics is that the corporation itself is a member of a community, both the local community and global society. Like individuals, corporations bear responsibility not because of argument or implicit contact, but because it is intrinsic to their very existence as social entities (Eriksen & Weigard, 2000, p. 184). Matten and Crane (2005) stated that corporations are "active in citizenship and exhibit citizenship behavior" (p. 175). Rather than being a citizen itself, the corporation administers certain aspects of citizenship for its constituents, including employees, customers, or shareholders, as well as wider constituencies with no direct transactional relationships to the company (Matten & Crane, 2005, p. 173). The organization is a mechanism that links the stakeholders to the community. Concern for communities where companies operate has extended progressively to a global concern due to intense protests against globalization, mainly since the end of the 1990s. For Waddock and Smith (2000), "Citizenship, fundamentally, is about the relationships that a

company develops with its stakeholders" (p. 48). They understand that being a good corporate global citizen, basically, is about respect for others. At the same time, this "involves building good relationships with stakeholders, and . . . such citizenship is the very same thing as doing business well" (Waddock & Smith, 2000, p. 59).

Returning to the economic leg of the stool, others have insisted that social contributions can be profitable, presenting CSR as a form of enlightened self-interest (Keim, 1978). Today, it is commonly accepted that the satisfaction of social interests contributes to maximizing shareholder value. Most large companies pay attention to CSR, particularly in considering the interests of stakeholders. In this respect, Jensen (2000) has proposed what he calls "enlightened value maximization." This concept specifies long-term value maximization or value-seeking as the firm's objective, which permits some trade-offs with relevant constituencies of the firm.

Examples of CSR

Heald (1970) highlighted early programs at the turn of the century that suggested some degree of CSR, though the actions were never called such. Heald cited the case of the YMCAs as a good example of early social responsibility initiatives. Begun in London in 1844, the YMCA movement quickly spread to the United States. The YMCAs were supported not only by individuals, but by companies as well. Just before World War 1, company giving (particularly from the railroad companies) for community-related welfare grew as social programs became closely associated with the YMCAs (Heald, 1970, p. 14).

In many cases throughout industrial history, legislation has been facilitated by CSR. In early industrial Britain, child labor restrictions followed from the reports of

factory owners who had successfully instituted their own CSR policies regarding child labor. In the early 2000s, labor and environmental clauses began to be inserted into U.S. trade agreements, following the "institutionalization" of the corporate involvement in labor issues in their supply chain. Importantly, once a responsible behavior is sufficiently widespread—either because it is legally required or because it is widely accepted practice—it is no longer distinguished as responsible and loses its CSR "status." Thus, CSR behavior has shifting norms and requirements.

Early on, electronics companies responded to environmental issues through corporate recycling programs, while later they responded through a proactive life cycle engineering design, which attempted to minimize the lifetime environmental impact of the product's manufacture, use, and disposal. Today, a leading-edge response to the issue is to manage the environmental impact from the perspective of the entire supply chain. Some companies (e.g., Hewlett Packard) took an early lead on this issue by offering free pick-up and recycling of discarded equipment, constructing recycling centers, and auditing suppliers for environmental impact.

A more recent example relates to the use of phthalates (plastic softeners) in children's products. Research in the early 2000s suggested that these substances were harmful, and activists pressured companies to cease using them. Several companies, including Toys 'R Us, voluntarily withdrew the products from their shelves, a move best understood as CSR. Following these voluntary corporate initiatives, Congress finally acted to ban several of the substances from children's products, and the life cycle issue was complete. The role of reputation and corporate brand management today—along with transparency around corporate activities and the attention of activists, NGOs, and

other stakeholders—makes taking the risk of being a first mover in CSR worthwhile (Crane et al., 2008).

In terms of the activists, according to Crane et al. (2008), there is often a complex relationship between corporations and their critics, particularly NGOs. Argenti has categorized NGOs by their "degree of intended disruption," with some NGOs utilizing disruptive, confrontational, and antagonistic approaches, and others using a more collaborative and cooperative approach. Advocates for a CSR practice may ultimately "win" in one of two ways. First, the behavior may spread and become common or accepted practice, even though it is not legally required. Second, the new behavior may become compulsory through a change in laws or regulations. Often, a behavior first becomes accepted practice and then becomes legally required, as described above. However, not all issues survive this process to the win stage, as they never attract sufficient attention. As one example, in the late 1980s, activist Jeff Ballinger attempted to raise awareness of labor conditions in Asian factories, but because the "sweatshop" issue was not yet in the public consciousness and because Ballinger alone was not a credible stakeholder, his demands could be safely ignored. Similarly, in the 1960s a small number of religiously affiliated shareholders and others began to raise the issue of corporate involvement in South Africa, long before apartheid was a well-known public issue. They too were initially ignored (Rivoli & Waddock, 2011a).

One problem is that companies talk a lot about CSR but do very little, referred to as "greenwashing," which might result in delaying effective regulation (Karnani, 2011a). For example, in response to increasing rates of child obesity, many food companies have announced CSR policies. Kraft commented that "helping children and their families make

healthy food choices while encouraging physical activity has become part of how Kraft gives back to communities." At the request of the World Health Organization, Lewin et al. studied the promises and actual practices of two leading U.S. food companies and found systematic discrepancies. Kraft remained heavily engaged in marketing unhealthful products to children despite promises to fight childhood obesity. McDonald's marketed unhealthful products to children with toys, games, and movie tie-ins. Simon (2006) concluded that food companies in the United States "lobby vociferously against policies to improve children's health; make misleading statements and misrepresent their policies at government meetings and in other venues; and make public promises of corporate responsibility that sound good, but in reality amount to no more than a public relations campaign" (Karnani, 2011a, p. 108). In November 2010, San Francisco passed a law barring fast-food restaurants from giving away toys with children's meals that do not meet nutritional guidelines. McDonald's opposed the law.

Society faces many major challenges, and companies must behave so as to help address these challenges. Asking companies to voluntarily sacrifice profits to increase public welfare will not work. A more effective solution is to rely on government regulation and pressure from other social and political organizations. Rivoli and Waddock (2011b) claimed that many firms today do practice CSR behaviors. As they engage with their stakeholders—employees, customers, investors, suppliers, governments, and communities—as a strategic choice, they do so in advance of regulatory requirements. The gap between current practice and changing social expectations is where we find what is typically labeled CSR (Crane et al., 2008, p. 114).

CSR Partnerships

Joint efforts between businesses and not-for profits in the context of CSR are on the rise (Arya & Salk, 2006). In the context of rising social consciousness and activism and the emergence of new expectations, business executives are more inclined to broaden the basis of their focus to include long-term socioenvironmental impacts and value added (Hardjono & van Marrewijk, 2001). The nonprofit organization serves in the activism role, and the for-profit organization can provide resources or access to resources.

By collaborating with nonprofit organizations on CSR efforts, businesses have the ability to benefit their organization and society as a whole. Partnerships can also help make resources available to the participating organizations. When partnerships occur, the benefits to all are heightened. The partnerships formed are important to the organization, but the relationship qualifies as important if it fits the major strategic objectives of partners. "If it fits the major strategic objectives of the organizations, they will want to make it work" (Lichtenstein, Drumwright, & Braig, 2004, p. 16).

In terms of specific benefits, nonprofit organizations believe that these alliances increase their visibility and reach, while also adding to their bottom line and furthering their mission (Daw, 2006). Some (e.g., Gwinner & Eaton, 1999) have suggested that the association between the nonprofit and the firm that stems from the CSR initiative is the strongest partnership. Among for-profit firms, research has generally indicated that the effectiveness of CSR initiatives is derived from a customer's perceptions of corporate image, a customer's desire to "do good," and resulting increases in sales or market share as attributed to those types of factors (i.e., Barone, Miyazaki, & Taylor, 2000). CSR initiatives have evolved from simple check writing in response to fundraising appeals into

a variety of approaches, particularly over the past 10 years (Daw, 2006; Lichtenstein et al., 2004). Many corporations will provide a company match for donations, or they will provide a day of volunteering as their CSR effort. Various types of philanthropic efforts result from CSR practices.

Austin (2000) described seven key components of a successful partnership: level of engagement, importance to mission, investment of resources, scope of activities, interaction levels, managerial complexity, and strategic value. Developing and sustaining partnerships is a complex and dynamic process, especially when the parties involved come from different sectors and have different cultures and philosophies (Jamali & Keshishian, 2009). Partnership success and project completion are obviously more critical and thus important to the mission of the nonprofit partner, with greater strategic value accorded to the partnership accordingly (Jamali & Keshishian, 2009).

Among many nonprofits involved in partnerships, the leaders or top managers have continued to be involved beyond the initiation stage. In most cases, there were no formal evaluations of the partnership and its evolution. There was little evidence of an effort to pause and rethink the terms of the relationship in light of changing expectations or evolving understanding/conflicts. As for businesses, almost all have expressed that their learning has been mostly CSR related, with many admitting that they have a need for increased involvement in CSR as a result of the range of needs identified at the community level (Jamali & Keshishian, 2009). Identifying local community needs is important both domestically and abroad. Determining what the local community needs are and incorporating a CSR effort to meet those needs will have the greatest impact. Nonprofit organizations are instrumental in facilitating a better understanding of needs,

both in the local and global communities. Nonprofit organizations can serve as the link to ensure that organizations are meeting a societal need.

Partnerships between businesses and NGOs have received particular attention in recent years. Partnering should be considered a mutual opportunity, with a focus on identifying common goals, delineating relationships, negotiating expectations, and undertaking mutual learning and engagement. Minimalist partnerships will deliver minimalist outcomes and solutions (Jamali & Keshishian, 2009). In recent years, NGOs have been more attuned to CSR and more willing to collaborate with business rather than pursuing an adversarial style (Conley & Williams, 2005).

Global CSR

In the past decade, there has been increasing interest in studying social responsibility within a global context (Spence, 2007). Many findings report that organizations are involved in supporting projects in their local communities but have not considered international projects (von Weltzien Hoivik & Mele, 2009). This is true of nonprofit organizations as well, and there is an opportunity for increased involvement of nonprofit organizations to make a global impact with CSR.

Enhanced global interconnectedness facilitates opportunities for individuals and businesses to organize themselves into concerted political action across national boundaries and on the outskirts of established political arenas (Buechler, 2000; Larana, Johnston, & Gusfield, 1994). Matten and Crane (2005) believed that forces of globalization had changed the relative role of governments and corporations in administering citizenship rights, with corporations assuming this role when (1) the government ceases to administer citizenship rights, (2) the government has not yet

discovered citizenship rights, or (3) the administration of citizenship rights may be beyond the reach of the nation-state government (p. 172). Thus, the placing of social responsibility on the corporate agenda reflects larger structural changes in society and the problematization of the allocation of social responsibilities. This is not often a compelling legal requirement but a moral one from which the corporation can expect to benefit in the long run (Addo, 1999). Organizations have a moral obligation to help society, improving quality of life for the overall good of humankind. Organizations from wealthier countries have the means to help those from countries with fewer resources. Collaboration among such organizations is a great way to bridge the gap of inequality.

There are vast inequalities between countries. Technology and education are two areas of great inequalities; however, inequalities exist in the overall quality of life. As Neubauer (2007) stated:

> A global crisis exists with respect to water and sanitation availability. Approximately 1.75 billion people live with inadequate supplies of potable water and as many as 2.1 billion without adequate sewage. The burden of these deficits falls disproportionately on children, over 5 million of which die every year from water borne diseases. (p. 314)

A recent World Bank report said that under current practices, one third of the world's population would have access to only half the water they need by 2030 (Crane et al., 2008). As the world grows increasingly interdependent, our ways of addressing these inequalities will have to change to prevent the widening of the inequality gap throughout society. As our society becomes more global, so do our organizations.

Addressing global issues can be good both for the corporation and for society at a time of increasing globalization (Schwab, 2008). Global corporations not only have a license to operate in the 'global arena' but also have a civic duty to contribute to

sustaining the world's well-being in cooperation with governments and civil society. "Global corporate citizenship means that engagement at the macro level on issues of importance to the world: it contributes to enhancing the sustainability of the global marketplace" (Schwab, 2008, p. 111). As our society becomes more global, the need for global corporate citizenship also increases.

The Ethos Institute has been one of the main organizations responsible for educating Brazilian businesses with the view that philanthropy is not the only path for resolving the country's many social problems. Ethos has created forums for the exchange of practices, benchmarks, and manuals—essential tools for sustainable management. Cutting-edge companies have already applied the lessons in-house and are starting to work towards getting their trading partners to adopt those same concepts. The good news is the increased awareness by businesses of their social responsibilities (Scharf & Samper, 2008).

CSR has the potential to become a service strategy designed to sustain a competitive advantage for nonprofits and other organizations as well. One may even go as far as stating that CSR be reconceptualized as corporate social necessity. CSR can no longer be seen as a "one-size-fits-all" approach; companies need to be explicit about what their CSR approach is and why this approach is appropriate for them (Khandelwal & Mohendra, 2010). "Companies ought to invest in CSR as part of their business strategy to become more competitive" (Khandelwal & Mohendra, 2010, p. 32).

Organizational Culture

This chapter has reviewed CSR, and an organization's involvement with CSR also has ramifications for its culture. This section summarizes the literature on the aspects of

organizational culture most relevant to this study: definitions and components of organizational culture, the functionalist and unconscious nature of culture, the relationship between organizational culture and organizational identity and image, and organizational culture and leadership. It closes with a section on corporate culture and CSR. In the review on culture, special attention is given to the works of Schein, Hatch, Geertz, and Smircich.

Definitions and Components

Organizational culture is defined as a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations (Fiol, 1991). Members need to identify what the organization is really about. Familiar manifestations of a shared culture provide members with a starting point for making sense of their organizational identity (Ravasi & Schultz, 2006).

In terms of these familiar manifestations, Schein highlighted components of culture: artifacts, espoused values, and basic assumptions (Figure 2.3). The basic assumptions are the foundation of the organizational culture. Basic assumptions are usually never questioned from people within, as these assumptions are taken for granted and are the hardest to change. Values within the organization can be espoused or enacted. Espoused values are what senior management or company publications say the values are; enacted values are what the employees infer the values to be. Every organization has espoused and enacted values, and the more similar the two are, the better it is for the organization. Corporate values and vision may drive employee behavior provided espoused and enacted values align. The process of value internalization, affirmation, and

renewal must be ongoing. Whereas the assumptions and values are nonphysical, the artifacts are physical elements that can be experienced by the senses.

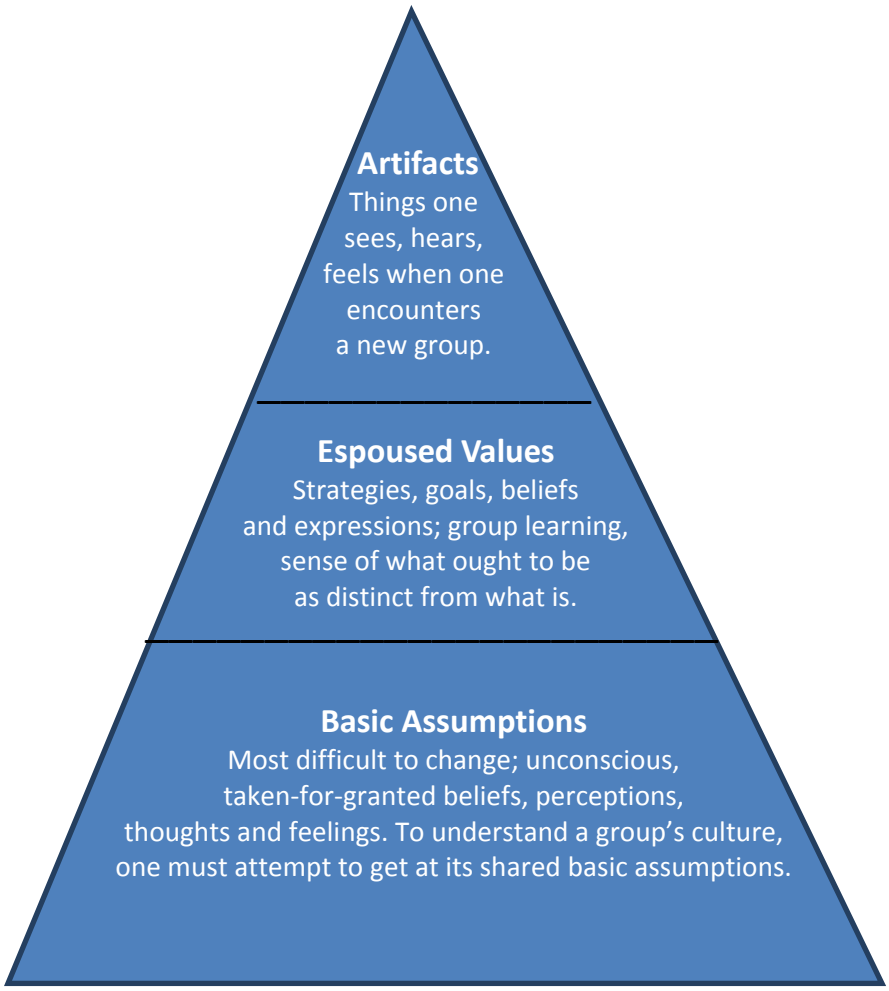

Figure 2.3. Schein's artifacts, espoused values, and basic assumptions.

To address the artifacts, espoused values, and basic assumptions, Schein discussed external adaptation and internal integration. Components of internal integration include the common language and conceptual system. Group boundaries may exist related to the allocation of structure, power, and authority within the organization. Schein

(1992) noted the need for a shared belief system in integrating the various components of the social system. Subcultures are present within the organization, and they can be identified under various scenarios, including "what goes on when organizations attempt to improve their operations in response to new data from the economic, political and technological environment" (Schein, 1992, p. 236).

The problems of internal integration and external adaptation were included in Schein's (1992) definition of culture:

> a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct ways to perceive, think, and feel in relation to those problems. (p. 12)

The Functionalist and Unconscious Nature of Culture

According to Burrell and Morgan (1979), corporate culture is consistent with the functionalist paradigm. The functionalist paradigm represents a perspective firmly rooted in the sociology of regulation. It is a perspective concerned with understanding society in a way that generates knowledge that can be put to use. It is firmly committed to a philosophy of social change and the importance of understanding order and stability in society (Burrell & Morgan, 1979, p. 26).

Culture may also be regarded as the expression of the unconscious. A speaker's use of a metaphor is often not a conscious choice, but based on the way the speaker approaches the subject in the metaphor, his or her underlying assumptions can be discerned (Smircich, 1983). Anthropologists such as Hallowell (1955) and Geertz (1973) treated societies or cultures as systems of shared symbols and meanings. An organization,

like a culture, is conceived as a pattern of symbolic discourse. Culture displays the workings of the unconscious infrastructure; it reveals the form of the unconscious.

Organizational Culture and Organizational Identity and Image

Culture, conceived as shared key values and beliefs, fulfills two important functions. First, it conveys a sense of identity for organization members (Deal & Kennedy, 1982). Second, it facilitates the generation of commitment to something larger than the self (Siehl & Martin, 1990). Ravasi and Shultz (2006) acknowledged that construed external images, organizational culture, and desired external images shape organizational identity. The external stimuli influence the internal sensemaking and vice versa, and the interaction between external stimuli and internal sensemaking and sensegiving processes drives organizational dynamics.

Organizational culture is shaped in response to identity threats, along with the external images that drive identity dynamics. A dynamic relationship between organizational culture and identity has been suggested at a theoretical level but never systematically grounded (Ravasi & Schultz, 2006).

A collective identity provides a sense of self and meaning and places one in a wider social context. Hermans and Salgado (2010) reiterated the importance the collective identity has on the image of the organization. The collective identity can lead to profitability as well. The adoption of a social constructionist approach emphasizes the sensemaking processes that underlie the social construction of organizational identities as meanings and meaning structures (Whetten & Godfrey, 1998). Social responsibility efforts provide a collective identity to the organization, an identity that everyone can relate to.

Organizational identity is self-reflexive of the organizational culture processes (Hatch, 1993). Hatch and Schultz shared the importance of balancing internal culture and external image. A loss of culture occurs when an organization mirrors its external image without maintaining the internal culture (Warner, 2011). Organizational images are projected outward and absorbed back into the cultural system taken as cultural artifacts and used symbolically to infer identity: who we are is reflected in what we are doing and how others interpret who we are and what we are doing (Hatch 1993). Hatch (1993) explained that identity involves how we define and experience ourselves, which influences our actions, beliefs, and cultural values (Hatch & Schultz, 1997). Hatch and Schultz (1997) argued that the relationships between culture, image, and identity form a circular process involving mutual interdependence, as illustrated in Figure 2.4.

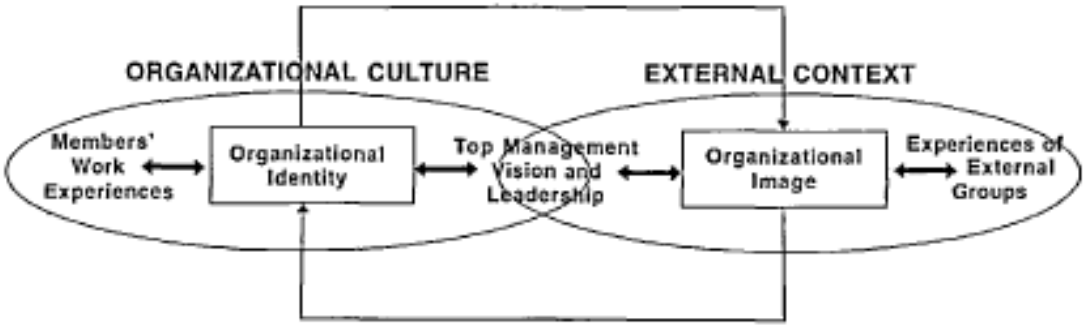

Figure 2.4. Hatch and Schultz's organizational identity model, which describes the internal and external influences on organizational culture, identity, and image.

Organizational Culture and Leadership

Schein (2004) noted that managers both need to and desire to build the right kind of culture. According to Schein,

> Culture and leadership are two sides of the same coin and neither can be understood by itself. The only thing of real importance of leaders is to create and manage culture and . . . the unique talent of leaders is their ability to understand and work with culture. (2004, p. 677)

Culture is the result of a complex group learning process that is only partially influenced by leader behavior. It is in this sense that leadership and culture are conceptually intertwined. Ravasi and Schultz (2006) acknowledged that organizational leadership plays a vital role in creating, cultivating, and maintaining organizational identity.

The topic of leadership also relates to governance. When corporate leaders fail to be good stewards of the resources and privileges placed in their keeping, then the underpinnings of society are threatened. Because nonprofit corporations are on the front lines of meeting some of society's most pressing needs and are outside the market scrutiny of publicly traded firms, good governance is particularly important for them (Berman, 1998). Good governance, however, cannot be legislated or enforced through regulations and rules. It will happen only when an organization's stakeholders demand it and when boards of directors adopt it as part of the organization's values and standard practices—that is, its culture.

Corporate Culture and CSR

Social responsibility efforts affect both the internal and external identity of the organization. CSR practices provide a shared culture with meaning; they also help to shape and strengthen the company's identity. Social responsibility efforts affect the organization's basic assumptions on how they operate; they become an accepted part of the organization's environment and history and help to guide the decision-making process.

Kaufmann et al. (2009) highlighted some key areas of corporate culture: reputation, employee pride, resource consumption, relationships with authorities, internal cooperation, and reliability and flexibility of suppliers. CSR can positively affect these areas. Employees are proud to work for companies recognized as leaders in sustainability. Companies that practice CSR consume fewer resources and produce as little waste as possible, which will have a positive impact on the environment. Companies with CSR practices have smoother relationships with authorities, since such companies are contributing to the welfare of local and global communities and the environment.

Conclusion

There has been renewed focus on social responsibility in recent years. When CSR practices are implemented, there are many benefits to society and to the organization (Kaufmann et al., 2009; Ravasi & Schultz, 2006). Organizational benefits relate to reputation, employee pride, resource consumption, relationships with authorities, internal cooperation, and reliability and flexibility of suppliers. CSR practices also impact the culture of the organization; they affect artifacts, values, and assumptions, as defined by Schein (1992), as well as an organization's identity and image.

Organizations have a moral obligation to help society, improving the quality of life for the good of humankind. In the last decade, there has been increasing interest in global CSR (Spence, 2007) and partnerships between nonprofit and for-profit organizations. Nonprofit organizations are instrumental in ensuring a better understanding of the needs that are present, both in the local and global community.

The current study extended the literature on CSR in the context of nonprofit organizations and partnerships, as well as organizational culture. The methodology for the study is discussed in the next chapter.

CHAPTER 3:

METHODS

This chapter outlines the research design and methods used in this study. The purpose of this study was to gain a better understanding of how a global nonprofit organization implemented or expanded its corporate social responsibility (CSR) efforts, including through the use of partnerships, and how organizational CSR efforts impacted the organizational culture. The study addressed the following research questions:

1. What effects do the CSR efforts have on the organizational culture at each site, including its artifacts, espoused values, and basic assumptions? In turn, what impact does the organizational culture have on CSR efforts?
2. How do the three locations, which are part of a global nonprofit organization, operationalize their CSR efforts to meet the organizational needs?
    A. What processes were used to implement or expand CSR efforts at the sites?
    B. What changes evolved through the implementation process?

The methodological approach used in this study was an exploratory, multicase study (Yin, 2009; Stake, 1995). A case study approach allows the researcher to gain an in-depth understanding of the phenomenon of interest by focusing on the process rather than the outcomes (Merriam, 1998).

The following sections discuss the research design, site and participant selection, methods for data collection and analysis, the trustworthiness of the data, and human subjects and ethical precautions.

Research Design

Multisite Case Study

A case study is an in-depth research methodology within a bounded system with a focus on an event or situation (Stake, 1995). In qualitative research, samples tend to be purposive, rather than random (Miles & Huberman, 1994). A qualitative case study provides an in-depth study of this "system," based on use of diverse data sources. Qualitative research sets boundaries to define aspects of the cases that can be studied within the limits of time and means and that relate to the research questions (Miles & Huberman, 1994).

The researcher situates the study within its larger "context" or setting (McCaslin & Scott, 2003). Since this study included three different YMCAs, the method best suited was a multisite study (Stake, 1995), determining if different YMCAs use similar or divergent processes. I was seeking the rich data that qualitative research, particularly a case study, provide and the flexibility to have the participation of more than one organization or 'organizations within an organization' (Yin, 2009). Cross-case searching tactics enhance the probability that the investigator will capture the findings and help to establish the internal validity of the findings.

Yin (2009) stated that a case study method has distinct advantages over other methodologies, as it answers how and why questions. Case study methodology allows for the integration of data to create new information (Yin, 2009). The various data collection methods enable a thorough exploration of the phenomenon. This study made use of triangulation, the use of "multiple sources of data to confirm emerging findings" (Merriam, 2009). Overall, the nature of this study fit well with case study methodology.

Since I previously worked for the organization being studied, I am considered an insider in the organization and was cautious to guard against researcher bias, overcoming any preconceived notions of what is going on in the group in order to gain objective, specific, and accurate knowledge. Merton (1977) stated that insiders understand the complexities of a certain group or culture in a way that outsiders cannot. As an insider, I have the benefit of understanding and being a part of the group identity (Frankl, 1992). My knowledge of the language, artifacts, literature, and collective stories allowed the interviews to focus on the interview questions.

Paradigm

The study was conducted from a radical humanism paradigm. The interpretive and radical humanism paradigms are similar, and there may be some overlap between the two. The interpretive paradigm attempts to understand and explain the social world, primarily from the viewpoint of those directly involved in the social process, while the radical humanist paradigm comprises the subjective and objective idealist position. Both paradigms are founded upon the notion that the individual creates the world in which he or she lives. But where interpretive theorists are content to understand the nature of this process, the radical humanist critiques it (Burrell & Morgan, 1979). It is through the radical humanists' critiquing efforts that change is brought about. Both the interpretive paradigm and the radical humanist approach to the study of social affairs are rooted in the ontological status of the social world, particularly changing or improving society as a whole.

The interpretive paradigm would normally be used for a study on culture and social responsibility efforts to examine and explain the impact on society as a whole.

However, this study was conducted through the radical humanistic paradigm, specifically for the paradigm's critiquing component and desire to bring about radical change. It was the radical change in CSR efforts that not only impacts the organizational culture but will also help to decrease the gap of inequality that the researcher examined through this study. The researcher studied those CSR efforts that were different among the three sites studied and the radical change their efforts brought to the organizational culture.

Merriam (1998) offered an interpretive typology case study method. Interpretive case study involves the collection and analysis of diverse forms of data to richly describe what is observed. Both exploratory and interpretive case study methods aptly describe the type of study undertaken here.

Site and Subject Selection

In seeking a case, an organization was sought that was a global nonprofit organization with different sites participating in global CSR efforts. The YMCA was selected for this study, as it met the criteria. The YMCA is located in over 119 countries. The study was coordinated through the national office of the YMCA of the USA (Y-USA) and its international division.

In interviewing a senior director of Y-USA to determine if Y-USA could serve as the study site, the individual expressed interest, as the YMCA has undergone many changes over the past few years. He explained how they had changed a core component of who they were, of their identity. He also explained that the YMCA tag line now actually includes the phrase "for social responsibility." Y-USA has changed the focus of its international department as well. Although it still provides service abroad to help other countries, especially third world countries, it has refocused its intent of being a global

citizen, which means being socially responsible to local communities as well as abroad to impact the global society.

History of the Organization

The YMCA was founded in 1844 in London, England. For young men who migrated to the city from rural areas to find jobs, London offered a bleak landscape of tenement housing and dangerous influences. Twenty-two-year-old George Williams joined 11 friends to organize the first YMCA as an organization for young men seeking escape from the hazards of life on the streets. The Y offered something unique for its time. The organization's drive to meet social needs in the community was compelling, and its openness to members crossed the rigid lines separating English social classes. Later, retired Boston sea captain Thomas Valentine Sullivan noticed a similar need to create a safe "home away from home" for sailors and merchants. Inspired by the Y in England, he formed the first U.S. YMCA in Boston in 1851.

During the second half of the 19th century, the YMCA established many precedents. In 1853, the first YMCA for blacks was founded by a freed slave in Washington, DC. In 1856, the nation's first-known English as a second language class was held for German immigrants at the Cincinnati YMCA. YMCA housing began in the 1860s to give young men moving to cities from rural areas safe and affordable lodging. Camping became a cornerstone of YMCA programming in 1885 when the YMCA started America's first known summer camp program at Orange Lake, New York, to provide children with a positive developmental experience through making new friends, building confidence, and growing in self-reliance. Founded in 1889, YMCA World Service raised awareness of and financial support for the powerful work of the global YMCA

movement. In 1891, in Springfield, Massachusetts, physical education teacher James Naismith was asked to come up with an indoor winter game to challenge a class of future Y directors. He hung peach baskets to the bottom of a second-level running track and taught the men his new game: basketball. Today, basketball is second only to soccer as the most popular sport in the world.

Throughout the 20th century, the YMCA expanded its social responsibility efforts. Many black YMCAs became meeting places and rallying points for the civil rights movement. In 1967, racial discrimination was banned in all YMCAs. In 1994, the YMCA movement defined character as the demonstration of four core values: caring, honesty, respect, and responsibility, intentionally modeling the values with participants. In 1996, YMCAs voiced their desire to secure corporate alliances on behalf of the movement. Sponsorship allows Ys to share their mission and stories with an intensity they could not achieve on their own, increasing individual and corporate fundraising, membership, and volunteer efforts. In 2004, Y-USA launched Activate America and the Healthy Community work, partnering with the Centers for Disease Control and Prevention.

The YMCA continued its social responsibility efforts during the 21st century by responding to several world crises—the September 11 terrorist attack (2001), the Pacific Rim tsunami (2004), Hurricane Katrina (2005), and the earthquake in Haiti (2010)—through fundraising, rebuilding efforts, and programs to rekindle hope in the affected communities. In 2002, Y-USA created the National Diversity Initiative; the Y is made up of people of all ages, from every walk of life, working side by side to strengthen communities and to make positive, personal, and social change. In 2008, the Armed

Services YMCA partnered with the Department of Defense in the YMCA Military Outreach Initiative, which provides services for families facing the hardship of deployment.

In 2010, the Y revitalized its brand and began officially referring to itself by its most familiar name—the Y. Today, the Y engages more than 10,000 neighborhoods across the United States. The Y is a leading nonprofit organization for youth development, healthy living, and social responsibility. In the United States, the Y is composed of Y-USA, a national resource office, and more than 2,600 YMCAs with approximately 19,000 full-time staff and 600,000 volunteers in 10,000 communities across the country. The Y offers programs and services focused on youth development, healthy living, and social responsibility, according to the unique needs of the communities it engages.

Site Selection

The Y-USA international group requested that the case study include three sites: one small, one medium, and one large based on operating budget size over a 3-year average. Y-USA established the following guidelines for this categorization:

> For the small to mid-sized Ys, there is a pretty consistent definition of under $8,000,000. This is for inclusion in the small to mid-sized resource group; however, we tend to use under $4,000,000 for small-sized Ys in analysis because the vast majority, nearly 60%, fall into this category. For the larger Y groups—Urban group, Metro 30, Mid Major—there are other factors considered as well, such as peer group consideration—but in the end it is mostly a straight listing of the top Ys by operating revenue. Ys in these groups tend to have an operating revenue from $15,000,000 to $100 million+. Mid-sized Ys for the most part tend to have operating revenue of $8 to $15 million. (Personal communication, YMCA of the USA Research and Evaluation Department, April 25, 2012)

Three sites were purposely selected (Yin, 2003) based on the size criteria stated above, being **recognized as an exemplary site** as well as a Global Center of Excellence by Y-USA, and their willingness to participate in the study, as outlined in Table 3.1.

Table 3.1
Site Selection

Site	Location	Size	Budget size range (millions)	GCE
1	West Cook, IL	Small	<8	Yes
2	Long Beach, CA	Medium	8–15	Yes
3	St. Louis, MO	Large	15–100	Yes

Note. GCE indicates Global Center of Excellence.

A brief summary of the study was sent to all sites for their consideration. The researcher's initial contact for each of the YMCAs was identified by Y-USA.

Subject Selection

Semistructured interviews took place with key stakeholders of the three YMCAs. It was then determined who else at each site had a role in expanding the organization's global CSR efforts. The goal was to interview key stakeholders in global awareness and social responsibility efforts, and 6 to 10 individuals were interviewed at each site. There was consistency and flexibility in determining participants to ensure there was sufficient data for cross-analysis. Participants included at least one person from each of the following four categories: organizational leader, multiteam leader, policy volunteer, and CSR recipient. Participants were identified by the organization's leadership; the additional individuals were identified through the interview process to determine additional key stakeholders.

If too many individuals were identified as key individuals for the global CSR efforts, a prioritization process was implemented to ensure maximum diversity among participants. Diversity in participant age, gender, ethnicity, tenure, and staff or volunteer status was considered. If a high-priority subject did not choose to participate in the semistructured interviews, the next highest priority subject was invited. This process helped to ensure voluntary participation and adequate representation among participants, which led to richer data for the study.

Data Collection

Eisenhardt (1989) indicated that case studies typically combine data collection methods such as interviews, archival review, questionnaires, and observation. This study made use of three sources of data: semistructured interviews, document and artifact analysis, and observations. The use of various methods of data collection ensures reliability and trustworthiness and adds to the thick description of the case. This study investigated culture, and cultural understanding was achieved by compiling a rich, thick description of observable behavior and thinking within a particular site (Geertz, 1973).

A research protocol helped to ensure that the data were collected accurately and completely (Yin, 2003). To assist in data collection for this case study, a research protocol was designed. Observation and review of documentation was completed first to ensure a better understanding of the organization before beginning the interviews. Data for this case study were collected over a 12-week period.

Interviews

The interview data collection method was selected as a means of learning about the organization by collecting data from individuals (Yin, 2009). A semistructured interview format provided structure, with consistent questions asked during each interview, while at the same time allowing flexibility to follow the direction of the interviewee (Schein, 2004).

Questions. The interview protocol included 10 open-ended questions about the organization, including its global CSR efforts and its culture, and 8 demographic-type questions on the individual's involvement with the YMCA and its CSR efforts (see Appendix A). An open-ended question gave participants an opportunity to construct their experience, giving it their own emphasis and sense of what was important in relation to the organization's culture and CSR efforts.

Logistics. The interviews were conducted on site at each of the three participating YMCA locations. As indicated in the subject selection section, it was determined what key stakeholders needed to be included to participate in the interviews (Creswell, 2007). Six to 10 participants were interviewed at each site, including at least one participant from each of the following categories: CEO/executive director, staff, board member, volunteer, and CSR recipient. The goal was to interview a total of 20 to 25 individuals between the three locations. It was important to establish a connection or partnership with each interviewee (Weiss, 1994).

The interviews were conducted face-to-face when possible. If a face-to-face interview could not be arranged, the interview took place over the phone. The interviews lasted approximately 60 minutes; they were recorded and transcribed.

Initial interview. The initial interview with the senior director of Y-USA to determine the YMCA's interest in serving as the study site offered me an opportunity to review my interviewing skills. To record this phone interview, I took handwritten notes. The protocol changed through the interview, as I went into the call with a certain idea in mind and quickly realized that an open mind was needed to ensure that the research would be beneficial to the organization as well.

I was offered the option to complete a pilot interview with an executive director of another YMCA, one that was not included in this study. This interview was conducted using the interview protocol to determine if my interview questions, processes, or observation documents needed to be altered in any way to ensure a high-quality outcome for the study. The pilot interview also helped me determine if my line of questioning was adequate to sufficiently answer my research questions. Experience with this interview revealed that no modifications to the interview protocol were necessary. Data from the pilot interview were not used in data analysis, except being used in the table of information on partnerships.

Document Review

Document review (Yin, 2009) was utilized to gather information on the organization, including its policies and procedures, as these sources provided insight on the culture of each of the YMCAs. The websites of each of the sites was reviewed, along with company intranets if available. Documents studied included mission and vision statements, employee handbooks, brochures, organizational charts, bulletin boards, and meeting minutes, particularly those involving global CSR efforts. Local news clippings and press releases were reviewed, along with membership newsletters, program flyers,

and anything else pertinent to the organization that helped to describe its culture. Any sensitive documents were held in confidence at all times. The document review started prior to the semistructured interviews and continued throughout the 12-week data collection period.

Observations

Observations can be a powerful methodology for collecting data that may not be accessible during interviews (Merriam, 1998). Observations were instrumental in understanding the culture, particularly how the artifacts, espoused values, and basic assumptions (Schein, 1992) interacted with each other in creating the organization's culture. Observation data were collected in a systematic way to record behavior and activity pertinent to the research (Merriam, 1998) and to provide thick description (Geertz, 1973) of the organization's culture.

Observations were conducted in various locations with interactive opportunities to fully examine the culture. Observations occurred in each of the site locations in key areas of the facility, such as the lobby, the break room, the community or meeting space, hallways, and other gathering areas, since these areas encouraged the most natural interaction, with my presence interrupting the normal flow of activity as little as possible. Meetings related to CSR were observed when possible. Interactions among individuals, including staff, members, and volunteers, were observed, in addition to the artifacts of the internal environment. During the observations, I went to great lengths to ensure that I did not influence the interactions.

A standard form was used for consistency in documenting observations (see Appendices B and C). In addition, I recorded my thoughts about the observations immediately afterwards in a reflexive journal.

Journaling

Throughout the data collection process, a journal was utilized to record personal notes, reflections, and ideas that could be helpful for future data collection or the direction of the study. Eisenhardt (1989) suggested writing down whatever impressions occur, without attempting to sift out what may seem important, because it is often difficult to know what will and will not be useful in the future. A second key to successful field notes is to push thinking in these notes by asking questions such as "What am I learning?" and "How does this case differ from the last?" For example, Burgelman (1983) kept an extensive idea booklet to record his ongoing thoughts in a study of internal corporate venturing. The reflexive journal served as a point of reference during data collection and was helpful during data analysis.

Data Analysis

In the data analysis process, I considered the source, biases, and original purpose of the data to ensure a holistic understanding of the study (Merriam, 1998). Interviews yielded large amounts of data. Narrative analysis was used to understand the participants' experience in the organization. Categories emerged from the data; Merriam (1998) referred to this as sorting bits of information into groupings that have something in common. Miles and Huberman (1994) referred to this as clustering, noting that certain bits of data will come together to form a category. From these categories, themes

emerged that formed the basis for my findings. As the themes emerged, so did the basis for my interpretations of the data. Coding was also used in transcribing notes (Yin, 2003). Software programs are an effective means of analyzing qualitative data (Merriam, 1998). The Atlas.ti program was used for coding of this research.

Thick descriptions, as defined by Geertz (1973), were used to ensure the transferability of the data. Detailed descriptions were provided from the findings, which were generalizable to theory (Yin, 2009). As suggested by Carney's ladder of analytical abstraction (Figure 1.3), the researcher created a text to work on. This text was derived from taped participant interviews, which were then summarized for further analysis (Leslie, 2000). Interview transcripts were analyzed to identify possible frameworks of interpretation (Carney, 1990). The case study analysis (Yin, 1994) helped to provide a picture of the learning that had occurred in the organization (Leslie, 2000).

Analyzing data is the heart of building theory from case studies, but it is the most difficult step. The conceptual framework involved a variety of theories, which may add to subsequent theory development.

Trustworthiness and Triangulation

During the research, I needed to be aware of my personal biases, such as the belief that all organizations should participate in CSR efforts. I ensured the study was guided by my research questions and not my personal opinions. Additionally, I have previously worked for the YMCA and am familiar with the organization. Although this is certainly a benefit, I needed to ensure my research notes reflected someone from the inside. I needed to ensure that I was aware of being an internal person and not let that interfere with the study.

The techniques I used to increase the trustworthiness of the study were triangulation, researcher's position or reflexivity, peer review, and member check.

Triangulation is described as "using multiple investigators, sources of data, or data collection methods to confirm emerging findings" (Merriam, 2009, p. 229). When the different procedures or sources are in agreement, corroboration is provided (Johnson, 1971); information and conclusions have been cross-checked through the use of multiple procedures or sources. Specifically, Johnson (1971) defined data triangulation as the use of multiple data sources to help understand a phenomenon.

Researcher's position or reflexivity involves self-awareness and "critical self–reflection" by the researcher on his or her potential biases and predispositions, as these may affect the research process and conclusions. Critical self-reflection by the researcher regarding assumptions, worldview, biases, theoretical orientation, and relationship to the study may affect the investigation (Merriam, 2009). I was critical of my own biases, perceptions, and beliefs to ensure that they were not factored into the data.

Peer review or examination involves discussions with colleagues regarding the process of the study, the congruency of emerging findings with the raw data, and tentative interpretations (Merriam, 2009). I had someone not involved in the study review my work. This was someone from my committee and also professional colleagues from my employer, an educational institution, as I am not conducting my research in an educational area, but rather in a nonprofit organization. I utilized peer reviewers who were skeptical and critical of my work. For member check, I included someone from within the organization to review my study.

With the combination of triangulation, researcher's position or reflexivity, peer review/examination, and member review, the trustworthiness of the study was ensured.

Subjectivity Statement

The areas of globalization, culture, and social responsibility are of great interest to me. I want to look at what organizations are currently doing and what they can do to make the biggest impact on our global society. I have worked in the nonprofit sector for over 20 years, holding various administration positions throughout my career. As a result of my nonprofit work, I believe in social responsibility and in helping those who are less fortunate. I follow this practice in both my professional and personal life.

Through my education, I have been fortunate to have studied abroad in eight countries. My international classes helped me form a better understanding of the global society as I visited with leaders of nongovernment organizations (NGOs) in each of the countries to determine the countries' needs and how social services in their respective countries were helping with these needs. The NGO leaders I met with included YMCA senior leadership in foreign countries. I witnessed first-hand the widening gap of inequality that exists and how it affects the quality of life for people. In some of the countries I studied, the poverty, crime, and HIV rates were concerning. If not addressed, these areas would eventually affect the global society as well.

Additionally, I have also participated on two mission trips to Mexico working with families of a very low-economic community. These people had very little; they lived in cement huts with dirt floors. Yet they made do with what they had and seemed happy. What was most concerning to me about their situation was that they were located about 10 minutes away from a high-tourism area. The contrast between the luxury and high-

quality amenities of the tourist area and what the locals had was alarming. I understand the need for the tourist areas to be beautiful, as this is a large source of income; however, I would have preferred that the gap of inequality between the tourist areas and the local areas be less drastic.

Based on my experiences, I believe that organizations can impact the global society as a whole; they can also impact the gap of inequality that exists today. It is through CSR efforts that organizations will have the most impact on the global economy. I also believe that with rights come responsibilities. As organizations receive the benefits of being in business, they also have the responsibility to contribute to the greater good of society.

I have used my areas of interest and my experiences to help me identify an area of research that is of most interest to me. As Maxwell (2005) stated, "Losing sight of what you're really interested in, and narrowing your study in ways that exclude the actual phenomena you want to investigate, ends up with a rigorous but uninteresting conclusion" (p. 73).

I maintained objectivity throughout my study by ensuring I had an open mind while collecting and analyzing the data. I sought those things that were new to the organization as a result of the national rebranding over the past 5 years. I used researcher reflexivity, including critical self-reflection on my potential biases and predispositions, to ensure the research process and conclusions were not affected. I was critical of my own biases, perceptions, and beliefs to ensure that they are not factored into the data.

Human Subjects and Ethics Precautions

This research was conducted under the guidelines provided by the institutional review board (IRB) of the George Washington University. All IRB conditions were followed to ensure informed consent, confidentiality, and privacy.

Proper disclosure occurred at the onset of the research through an introductory email that summarized my purpose for being there and conveyed the nature of the data I was going to collect (Merriam, 2009). The consent form (see Appendix D) was also included with the introductory email, and signed consent forms were obtained from each interview participant.

The confidentiality and privacy of the individuals and the organization were protected by ensuring that data source anonymity was maintained in the dissertation and in any subsequent presentations or publications. All third parties that served as an editor, transcriptionist, or reader signed a confidentiality agreement to protect the privacy of the subjects and confidentiality of the data. In addition, all documents acquired were handled in a confidential manner and kept in a secure place. Data collected were stored in a secure area at the research site or in my home. An external flash drive was utilized to back up data; this drive was also stored in my home.

Ethical considerations were given to the recruitment of participants. Stake (1995) noted that it is the researcher's obligation to think through the ethics of a situation and to take appropriate steps for the sites and participants. Participation in this study was completely voluntary, without any of the individuals feeling coerced.

Summary

This chapter has outlined the research methodology and data collection and analysis procedures that were used for this qualitative, multicase study. The methods used in this research provided a comprehensive overview of the relationship between global CSR efforts and organizational culture. The research procedures selected for this study ensured a thorough, relevant, and confidential collection of data, which were analyzed to determine the impact organizational culture has on the organization's CSR efforts and in turn the impact that the CSR efforts have on the organizational culture. The research identified how a global nonprofit organization implemented or expanded its social responsibility efforts. The research also identified components of a successful partnership, in particular cross-sector partnerships. The findings begin to fill the gaps in the literature relating to global CSR efforts and organizational culture, particularly in regards to a global nonprofit organization and in cross-sector partnerships.

Three sources of data were used in this study: semistructured interviews, observations, and document and artifact review. In addition, reflexive journaling was used throughout the period of data collection. Data analysis made use of a variety of techniques, including searching for patterns, clustering, creating categories, and coding. Efforts to ensure trustworthiness ensured that internal and external validity was achieved through data triangulation, researcher's position or reflexivity, peer review, and member check. Steps were taken to ensure adherence to IRB guidelines, including ensuring voluntary participation and protecting subjects' confidentiality.

CHAPTER 4:

RESULTS

Nonprofit organizations are increasingly seen as powerful agents of change in the context of corporate social responsibility (CSR), with the potential to cause substantial changes in corporate management, strategy, and governance (Doh & Teegen, 2003). Vives shared that nonprofit organizations can add significant value to global society by helping to address equality issues.

This study examined how three sites of a global nonprofit organization addressed societal issues through global CSR initiatives. Y-USA, the national office of the study organization, has undergone a major shift in the last few years, particularly with its global social responsibility (SR) practices. In working with Y-USA, three YMCA locations were identified to participate in the study: the West Cook YMCA in Illinois (Site A), the YMCA of Greater Long Beach in California (Site B), and the YMCA of Greater St. Louis in Missouri (Site C). Although these sites all had the same goal and mission, they were very diverse in membership, community efforts, and budget size, as well as in the types of SR efforts they provided.

The findings were derived from multisite case study analysis of the audio and written transcripts of 22 interview participants, nine observations, review of documents and artifacts, and individual reflections from each of the three sites. The findings were the result of data collected over a 12-week period, with the semistructured interviews occurring over a 6-week period. The study addressed two research questions:

1. What effects do the CSR efforts have on the organizational culture at each site, including its artifacts, espoused values, and basic assumptions? In turn, what impact does the organizational culture have on CSR efforts?
2. How do the three locations, which are part of a global nonprofit organization, operationalize their CSR efforts to meet the organizational needs?
    C. What processes were used to implement or expand CSR efforts at the sites?
    D. What changes evolved through the implementation process?

This chapter begins by reviewing the study context and providing an overview of the coding process. The chapter then presents the findings in terms of organizational culture, the impact of the organizational culture on CSR, the implementation of CSR at each site, leadership, organizational needs, and partnerships. Findings related to the first two themes primarily address the first research question, and the remaining sections answer the second research question. All of the sections include quotes extracted from the data across sites. The chapter concludes with a summary.

Study Context

The site of the study was the YMCA, a global nonprofit organization. The YMCA has a long history of providing SR. It has been in the United States for over 160 years and has prided itself on providing excellent service to communities. Over the years, the YMCA has adapted its SR efforts to meet changing needs. With the YMCA in 119 countries, Y-USA has been instrumental in aligning global SR efforts with local community needs. This study was conducted through Y-USA's International Department; the International Group supports 370 U.S. YMCA international partnerships and

relationships and works with 60 national movements each year, benefiting an estimated 2 million individuals worldwide.

Nationally, the YMCA offers traditional or core programming that may be similar among the YMCAs, but the implementation of the programming may be unique at each location. At the time of this study, there were 2,600 YMCAs in the country. Three YMCAs participated in this study, coded as Site A, Site B, and Site C. Y-USA groups YMCAs based on size, and Site A was classified as small; Site B, as mid-sized; and Site C, as large. All three YMCAs were recommended because of their outstanding global efforts, both internationally and locally, to make a positive difference. Each of the three YMCAs was recognized by Y-USA as a Global Center of Excellence (GCE). The services they provided, particularly their signature SR efforts, were different, as they were each true to their local community, yet there were similarities between them.

Data were collected from across levels within the organization, with the goal of ensuring representation and role or position diversity. Of the 22 interview participants, four were volunteers and 18 were staff members. Four of the staff members were a chief executive officer (CEO) or a top leader, such as vice president of community development. Three of the interviewees had also been recipients of services, although they had joined the staff by the time of the interview. It was inspiring to hear the impact the SR efforts had on these participants' life as a recipient; this was a life-changing experience and led to their desire to be a part of continuing the SR efforts. This aligns with the comment of Siehl and Martin (1990) that CSR efforts facilitate the generation of commitment to something larger than the self.

Table 4.1 summarizes the role information as well as other demographic characteristics of participants. The participants were evenly split between men and women and represented a variety of ethnicities and ages.

Table 4.1
Demographic Characteristics of Participants

Category	Variable	Number	Percentage
Role	Staff	18	82%
	CEO/top leader for study	4	18%
	All other staff	14	64%
	Volunteer	4	18%
	Policy volunteer	3	14%
	Program volunteer	1	5%
Sex	Male	11	50%
	Female	11	50%
Age	18-25	3	14%
	25-35	6	27%
	35-45	5	23%
	45-55	4	18%
	55+	5	23%
Ethnicity (self-identified)	African-American	3	14%
	Biracial	3	14%
	Cambodian	1	5%
	Caucasian	12	55%
	Latino/Hispanic	2	9%
	Native-American	1	5%

Coding Results

Interviews, observations, documents, and reflections were coded using Atlas.ti to determine the organizational culture across the organizational sites—focusing on shared norms, values, and assumptions, based on Schein's (1992) definition of organizational culture. The result was 4316 comments in 75 codes, clustered into 15 code families (Table 4.2). The study also included 1246 quotes.

Table 4.2
Overview of Codes and Code Families

Code family	Codes in family		Times grounded in study	Other related families
	N	Names		
Awareness	3	Awareness, communication, life-changing experience	270	Impact, morale, participant
Board/ committee	4	Board, diversity and inclusion, international committee, young professionals/emerging leaders	186	Leadership, global SR efforts, staff
Culture	4	Effects of SR efforts on org culture, global culture, impact org culture has on SR efforts, org culture	471	SR, global SR efforts, impact, staff
Global SR efforts	12	Asian community, Bosnia, Cambodia, diversity, inclusion, exchange trips, hosting, global culture, global SR efforts, international committee, international partnerships, Japan, Ukraine/ Chile/ Columbia/ Belize/ South Africa/ China/ Brazil	562	Board/ committees, social service program, culture, partnerships, Y-USA
Impact	5	Cyclical involvement/give back, impact, impact org culture has on SR efforts, life-changing experience, mutual benefit	201	Morale, culture, awareness, participant
Leadership	3	Board, leadership, young professionals/emerging leaders	240	Board/ committees, staff
Mission/ vision	3	Mission, strategic plan, vision	116	Revenue
Morale	9	Empowered, excitement, greater opportunities, impact, increase staff involvement, life-changing experience, personal passion, pride, staff morale	410	Staff, participant, awareness
Participant	4	Greater opportunities, individual reflection, life-changing experience, personal passion	156	Morale, staff, awareness
Partnership	3	Cross-sector partnership, international partnership, local partnership	188	Global SR effort
Revenue	4	Campaign fundraising, revenue generating, strategic plan, sustainability	168	Mission, vision

Code family	Codes in family N	Codes in family Names	Times grounded in study	Other related families
Social responsibility	5	Effects of SR efforts on org culture, global SR efforts, implement SR efforts, local community SR efforts, SR	463	Culture, global SR efforts
Social service program	5	Cambodia, exchange trips/hosting, homeless, literacy, Ukraine/ Chile/ Columbia/ Belize/ South Africa/ China/ Brazil	138	Global SR efforts
Staff	7	Empowered, family, greater opportunities, increase staff involvement, org culture, org needs, young professionals/emerging leaders	589	Morale, participant, culture, board/ committee, leadership
Y-USA	4	Global center of excellence, world service, Y-North American Network, Y-USA	158	Global SR efforts

Note. Some codes were used in more than one cluster. SR indicates social responsibility, org, organization.

Organizational Culture

This section provides an overview of the organizational culture—based on artifacts, behaviors, norms/values, and basic assumptions—at each of the three study sites, followed by the culture of the national organization, Y-USA, and the impact of being recognized as a GCE. The three sites studied are considered exemplary GCE sites.

Site A

Site A served a very diverse community; it provided programming for infants through seniors, including wellness-related activities, skill development activities, training programs, and social programs. This site was one of the few remaining YMCAs in the country to provide a transitional men's residential community. The facility was an

older building with pride evident throughout. It appeared to be maxed out in space, using every nook and cranny, and often using the same area for different purposes. With the building being older, there appeared to be many items that needed to be repaired. Operation dollars were clearly used for operations; as a small-sized YMCA, it was important for the site to raise funds in the community to support its SR efforts. The site had a front lobby for those who may be waiting to be served at the member desk; there was also a community area filled with couches, tables, and chairs in the center of the facility for members to relax and interact informally. The community area was always very busy, with different interactions occurring throughout the day. It was a great place to conduct observations and see the buzz of activity throughout the building. Everyone appeared to pass through this area or stop and talk with others. In this area, members and staff alike appeared comfortable interacting.

The site had placed communication boards throughout the facility and appeared to do an excellent job using these boards as a means of communicating to members. There was a welcoming feel to this YMCA. It had welcome signage in different languages posted throughout the building, sending a message that it was intentional about being welcoming to all. In addition to the communication boards and the welcome signage, communication also occurred through "Jan's Jottings," an electronic communication piece the CEO sent weekly to staff and monthly to board members to ensure her team was kept informed. The staff and volunteers interviewed had a great deal of pride in working at this YMCA. They expressed strong admiration for the CEO; they recognized that her passions and connections provided greater opportunities for them to grow personally and professionally, which in turn resulted in a greater impact in serving their

communities. There was a mutual respect between the CEO and the staff. The staff and volunteers felt valued and appreciated the hard work, passion, and effort of their CEO. They also recognized the connections she brought through her international connections and Y-USA that provided greater opportunities for them.

Some of the areas Site A was most proud of included its diversity and inclusion work and its emerging leaders work; the latter was a fairly new group that originated through a partnership with Y-USA. Staff were proud of their global efforts, particularly with their exchange trips with the Japan YMCA. The involvement with the exchange trips had grown over the years, and this past year there was a two-way exchange. The exchange trip was a way to involve the entire staff, membership, and program participants. For 3 years, Japan sent teens to this site; this past summer was the first exchange of this YMCA's teens to Japan. The teens provided service to the area hit by the earthquake and tsunami; they also helped a strawberry farmer with his farm. Although not all went on the exchange trip, all were able to be involved in some way. Communication boards were instrumental in keeping the membership informed and involved. Staff and members were included in pre-trip details, raising funds, raising awareness, and hosting incoming teens. The teens at this site had kept in contact with the teens in Japan.

There was also great pride in the site's local CSR efforts. There had been a change in the past several years in how the men's residential community was viewed. Previously, it appeared that these men were seen as more of a problem, but it was clear to the researcher that the site was now very proud of the work it was doing with these men and had implemented changes in how they treated them. For example, previously the men

who lived there were not allowed to use the Y; now they were treated like members, with access to the same programs. The researcher observed some of the men walking freely through the facility; they appeared to have a feeling of being included and welcome. There seemed to be a sense of pride among these men with the people they interacted with. No negative comments or interaction with the men was observed throughout the Y. The interviewees referenced the residents, the change in how they were treated, and the pride they had now in serving them. The change was what was interesting to the researcher; it sounded like when the men were treated negatively, they reacted accordingly. With the positive change in how they were treated, they now acted like they were a part of a community. It was encouraging to hear the staff and volunteers talk about the residents in a positive manner and with as much pride as they did about other programs.

The interviewees appeared to be the most proud about the diversity of the community they served and how they were making a purposeful connection to include all segments of the community. Included in their service area was a very low socioeconomic African-American community, a more affluent community, and a predominantly Hispanic community. What they had found is that people from each of the demographic groups stayed in their respective communities. A change for this Y was how staff delivered services. Instead of thinking everyone had to come to the Y to be included in Y programs, they were now very purposeful about taking their services out into the community to ensure they were being inclusive to everyone. They also recognized that within their 10 service communities, different programming was needed for each of the areas, as each community was very different from the next. Every person interviewed had

an understanding that the YMCA was cause driven, that it was a movement larger than a building or place to come. Table 4.3 divides the findings according to Schein's artifacts, behaviors, norms/values, and basic assumptions for Site A.

Table 4.3
Elements of Organizational Culture in Site A

Element	Examples
Artifacts	• Programming was offered for infants through adults. • Transitional housing was offered, and the site was one of the few in the country that provided this service. • The building was older with numerous items that needed to be repaired. • The facility was maxed out in space; the same area was used for different purposes. • A front lobby was available for those waiting to be served at the member service desk. • The community area located in the center of the facility was filled with couches, tables, and chairs so members could relax and interact in an informal way. • Communication boards were posted throughout the facility, which were instrumental in keeping the membership informed and involved. • Welcome signage in different languages was posted throughout the building.
Behavior	• Operation dollars were clearly used for operational needs. • The community area was always very busy, with different interactions occurring throughout the day; everyone appeared to pass through the area or stop to talk to others. • Jan's Jottings (electronic update) was sent weekly to staff members and monthly to board members. • There was a change in the last couple of years in how the men's residential community was viewed and treated by staff. Previously the residents were not allowed to use the services, but now they were treated as members with access to the same programs; these men freely walked around. • Study participants referenced the change in how the residents were treated and the pride they had in serving the residents. • The exchange trip had grown over the years and now involved a two-way exchange. • Staff and members were included in pre-trip details for the exchange trip; they were also involved in raising funds, raising awareness, and hosting incoming teens. • Because people in each of their communities tended to be segregated and stay in their respective service areas, staff changed how they

Element	Examples
	delivered services and began being purposeful about taking services into the community to ensure they were being inclusive. • Staff changed their programming to fit each community, as they recognized that each service area had different needs.
Norms/values	• This was one of the few sites remaining in the country that provided transitioning housing. • Pride was evident in all programs and services. • There was a very welcoming feel to this site; everyone contributed to this. • There was mutual respect between the CEO and staff. • The staff and volunteers felt valued; they also appreciated the hard work, passion, and effort of their CEO. • They were very proud about their diversity and inclusion work as well as their young professional efforts. • They were very proud of their global efforts and their exchange trips with Japan. • Their exchange trip details involved their entire staff, membership, and participants. • They appeared most proud about the diversity of the community they served and their efforts to make purposeful connections with all segments of their community.
Basic assumptions	• Staff and volunteers had a great deal of pride in working at this site. • There was a strong admiration for the CEO. • Staff recognized that the CEO's passions and connections provided greater opportunity for them to grow personally and professionally. • Staff recognized the connections the CEO brought through her international connections and Y-USA that provided them with greater opportunities. • Staff took great pride in their local CSR efforts. • Every person interviewed shared that they were proud of their work with the residents. • Residents seemed to have a feeling of being included and welcomed; the transitional residents seemed to be happy with the people they interacted with. • When the men were treated negatively, they reacted accordingly. With the positive change in how they are treated, they now acted like part of the community. • All interviewees had an understanding that this was a cause-driven organization, a movement larger than a building or place.

The following quotes extracted from Site A data were representative of the site's organizational culture:

> We're at the early stage of this [global SR efforts]; this is not characteristic of us. This is changing our DNA. We are learning, but it is changing us quickly. We have expectations for us to do great things as a result of this.
>
> This Y has always been invested in this community in various ways. We work hard to ensure that everyone who wants to be a member can be.
>
> For over 20 years we have people thinking they were joining a health club versus a YMCA; they are now trying to get people to understand they are joining a cause-driven organization. I would say that it is a culture of empowerment. It is a culture of educational leadership. We really have great models here—role models and strategic models that we follow.

Site B

The staff at Site B were very young yet deeply committed to their cause. Many referenced the bee-hive mentality or groupthink. They brainstormed a lot, made group decisions, and learned as a team. Individuals were assigned as a key person of responsibility for different projects, but the entire team helped to accomplish the goals. At first, the researcher thought this may have been what they wanted to portray; however, this approach really did seem to be embedded into everything they do. All interviewees, staff and volunteers alike, described the site's culture as one big family, and this was confirmed through observations.

The staff at this site had many accomplishments in the services they provided and were experiencing first-hand the big impact they were having on their local community as well as the international community. They had an environment that exhibited a "can do" attitude. They were very progressive in their thoughts, programs, and actions. They

were entrepreneurs, consistently looking for ways to teach the people they worked with a new skill that would allow them to be entrepreneurs.

Site B was physically located on the second floor of an old community building in a very low socioeconomic area of town. There was a long hallway lined with classrooms, offices, and computer rooms. The hallways were decorated with positive-talk posters geared toward teens, along with photos of past participants. The area also invited creativity; in addition to technology, the site had musical instruments lying throughout that were a part of the environment. The break room was filled with teens and staff throughout the study.

The staff clearly felt comfortable, whether youth were there or not. The youth were in the building every day from 3:00 to 6:00 pm; it was like they took over every nook and cranny of the facility and the hallway. When the youth were there, it appeared totally chaotic—but several lengthy observations revealed complete control over the happenings. It was impressive to hear what the teens sought advice from the staff on. There were serious conversations about college applications, financial aid, technology, and video production questions. The youth were given a snack daily; ice cream was a favorite. It was obvious the teens looked up to and respected the staff; it was equally obvious that the staff had the teens' best interest at heart. They were eager to work with the kids, to answer their questions and to teach them something new.

One of the local SR efforts this Y participated in was their Youth Institute, a service leadership program that took place over the summer; after youth graduated from the program, they were considered alumni. Teens who participated in the Youth Institute appeared to have been given a higher respect and level of responsibility; these were the

leaders of the youth. Many of the students the staffs worked with were first-generation college students, and the staff prided themselves on providing college application help and financial assistance. The assistance they gave targeted the youth but also helped the entire family on what it needed to do, describing how to proceed and what the next steps were.

Another local SR effort this YMCA participated in was its after-school program. Interviewees were very proud of being recognized for the service they provided locally and nationally with this program. They were often asked to speak at conferences about best practices, and they trained youth development staff and after-school providers across the country with their academic university model. The site was seen as an innovator in the after-school program. Interviewees were very proud to have published 13 youth magazines culminating in over 300 youth stories the previous summer.

The technology this organization had and the technological knowledge the young staff shared with the participants were both very impressive. There were carts of laptops for students and a computer room with desktop computers. In addition, Site B operated a video production program, and the production room had several big, flat screens for viewing, editing, and such. The teens gathered in each of the areas based on their individual needs. Change Agent Productions generated income and also helped staff teach a technology skill set to the youth. The young people served by this site might appear to have disadvantages in other areas of life; however, they were learning a new skill and learning how to become entrepreneurs, and they were given the opportunity to make money in a safe environment. To hear the staff talk about their Change Agent

Productions was one thing; to observe the teens interacting with them took it to an entirely different level.

Site B's global SR efforts permeated through the branch; all the staff and volunteers were very excited about their work in Cambodia. Site B's community had the highest Cambodian population in the United States. Many of their staff were second-generation Cambodian, and some were born in the genocide camps. Many staff and community members were confused on what it meant to be Cambodian; some were shameful. The staff approached the vice president about the possibility of doing something to serve the Cambodian community. They took a group of staff and volunteers to Cambodia, worked with street children there, and helped to teach locals technology and video production. This gave the locals an opportunity to make money through filming weddings and such. At the time of the study, they were preparing for their second trip to Cambodia, and this time they were taking community librarians.

The staff and volunteers who participated in the first exchange were now proud of being Cambodian and proud of what they were doing to help serve the Cambodia population. However, what they were most proud of as a result of their Cambodia work was the impact they were having on their local community, particularly their Cambodian community. They were seen as experts in the community on Cambodia and were often sought out and included for the work they are doing. They documented the exchange and called it "The Cambodia Journey."

It was amazing to the researcher to see the intention that was given to having youth participate and become contributing members of society and then give back to the program. Many staff were themselves outcomes of the program over the years. This was

a very intentional process and has been a vision of the vice president. There was a very open feel to the interactions between the staff and the vice president. He was very accessible to them and saw it as his responsibility to mentor and guide them. Several of the staff had worked with him for years, as they were previous participants of the program.

The vice president strived to create a group mentality with team decision making; he referred to it as the beehive mentality. It was obvious that there was mutual respect between the staff and the vice president. They were comfortable bringing new ideas to his attention, and each commented on his accessibility and open-mindedness. When the staff brought an idea to him, they commented that he asked them to figure out how to implement it. He was instrumental in helping to find funding in the community for ideas and initiatives staff had brought to them. The Cambodia trip was an idea that the staff initiated and that they all took pride in.

Communication at this site was handled in meetings, e-mails, and flyers or posters around the building and community. The staff had many team meetings, with constant updates on what they were doing. Some of the interviewees shared that they communicated too much with each other; the researcher understood these comments to be a positive, as the communication at the branch appeared to be very good and the right amount for each of them to perform as a high-functioning team. Table 4.4 divides the findings according to Schein's artifacts, behaviors, norms/values, and basic assumptions.

Table 4.4
Elements of Organizational Culture in Site B

Element	Examples
Artifacts	• Their physical space was located on the second floor of an old community building in a very low socioeconomic area of town. • A long hallway was lined with classrooms, offices, and computer rooms. Hallways were decorated with positive-message posters and photos of past participants. • The physical space invited creativity. Musical instruments throughout the facility were a natural part of their environment. • The technology at this site was incredibly impressive—both in terms of the hardware and software and the knowledge the young staff shared with the participants. The site had carts of laptops for students, a computer room with desktop computers, and a production room for Change Agent Productions with several big flat screens. • Most of the staff were very young. • Their community had the highest Cambodian population in the United States. Many of the staff were second-generation Cambodians, with some born in genocide camps. • They made a documentary on their Cambodia trip called "The Cambodia Journey." • Many of the staff had been previous participants in the program and had worked with the vice president for years. • Youth were given a snack daily; ice cream was a favorite. • The break room was filled with teens and staff throughout the study.
Behavior	• They brainstormed, made decisions, and learned as a team. • Projects were assigned to an individual, but the entire team helped to accomplish the tasks to ensure goals were achieved. • Staff had many accomplishments in their programs and were experiencing first-hand the big impact they have had on the local and international communities. • Staff were progressive in their thoughts, programs, and actions. • Staff were entrepreneurs and were consistently looking for ways to teach the people they worked with a new skill that would allow them to become entrepreneurs as well. • Youth were in the facility from 3:00 to 6:00 pm daily, taking over every nook and cranny. It was organized chaos. • There were serious conversations between the staff and teens on topics such as college applications, financial aid, technology, and video production questions. • Staff were eager to work with the teens, to answer questions, and to teach them something new. • One of this site's local SR efforts was their Youth Institute, a summer service leadership program.

Element	Examples
	• Many of the students served were first-generation college students; the staff prided themselves on providing college application help and financial assistance. • Another local SR effort this site participated in was their after-school program. • Staff were regularly asked to speak at conferences about best practices; they trained youth development staff and after-school providers across the country with their university academic model. • Over the recent summer, staff published 13 youth magazines with over 300 youth stories. • This site operated Change Agent Productions, a video production company that generated income for them and helped them teach technology skills to the youth. • The young people this site served might appear to have disadvantages in life; however, they were learning a new skill and becoming entrepreneurs. • On staff initiative, the site took a group of staff and volunteers to Cambodia, worked with street children there, and helped to teach the locals technology and video production. The site was preparing for its second Cambodia trip, this time taking community librarians. • Much attention was given to having the youth participate in programs and then becoming contributing members of society and giving back to the program. • Communication at this site was handled through in-person meetings as well as e-mails, flyers, or posters around the building and community. This site had many team meetings with constant updates.
Norms/ values	• Although staff were very young, they were deeply committed to their cause. Many referenced the beehive mentality or groupthink that occurred at this site. • Staff and volunteers alike described the site as having a culture of one big family. • There was a "can-do" attitude among the staff. • Teens who participated in the Youth Institute were given a higher level of responsibility and served as leaders of the youth. • The assistance staff gave, while targeting youth, helped the entire family. • Those who participated in the first exchange to Cambodia were proud of what they accomplished. The site was also proud of the impact it was having on the local community, particularly the Cambodian community. • Having staff who were previous participants in the program was an intentional process and a vision of the vice president. • The vice president was very accessible to the staff; seeing it as his responsibility to mentor them. • The vice president strived to create a group mentality with team decision-making efforts.

Element	Examples
	• There was mutual respect between the staff and the vice president. • The staff were comfortable bringing new ideas to the vice president's attention and commented on his accessibility and open-mindedness. Often, the vice president would ask them to figure out how to implement their ideas. He was instrumental in finding funding.
Basic assumptions	• Groupthink and sharing of responsibilities were embedded into everything they did. • It was clear the teens respected the staff and staff had the teens' best interest at heart. • The site was very proud of being recognized for the service it provided locally and nationally with the after-school program. The site was also seen as an innovator of the after-school program. • The technology at this site was impressive. • The global SR efforts of this site permeated the branch; the staff and volunteers were very excited about their work in Cambodia. • Many staff and community members were confused on what it meant to be Cambodian, some were shameful. They were now seen as experts in the community on Cambodia and were often sought out and included for their work they were doing. • There was an open feel to the interactions between the staff and the VP. • The Cambodia trip was a source of great pride for the staff; it was an idea initiated by the staff. • Some of the interviewees felt they communicated too much with each other, yet it appeared that they communicated the right amount to perform as a high-functioning team.

The following quotes extracted from Site B data were representative of the site's organizational culture:

> Our mentality here has always been what are you going to do to better the community and the staff here. They [leaders] just got out of the way. They did not restrict us; it was like: "All right, you want to do this. Okay, let's do this."
>
> We are getting more involved locally with international groups, and we've been involved with what is called the International Institute for a number of years, which is an organization that helps internationals connect in the community.
>
> We look at programs as social development models for children and youth, young adults and adults all through their growing-up period and then long-term supports for families where they can have a place where they can grow up and then their children can grow within the YMCA structure. We look at programs from a perspective; a good example would be right now we have three members of our

> board who were our kids 20 years ago. We have 20 of our 50 after-school staff—20 of them—who were our kids over the last 12 years. So we grow our kids in after-school and then they go on to the Youth Institute and then they go on to our after-school programs. When they are in college, they become staff, and now we have some senior staff who were our kids as well.

Site C

Site C was a large organization, with $21 million in endowments; the organization comprised 17 branches and a gorgeous resident camp. Seeing the corporate office, speaking with staff across the association, observing members and staff, and participating in a class and the staff picnic provided the researcher with multiple opportunities to learn about the staff and culture of this organization.

Site C had a long history of serving its local community, which was an area of extreme pride. At the time of the study, it was preparing to celebrate its 160th anniversary. The interviewees commented on this history and how this organization was ingrained in the community, impacting every aspect of the community and every resident in one way or another. Some of the very traditional YMCA programming throughout the country started in this community, such as Y-Adventure Guides (previously known as Y-Indian Guides). Although this community was very progressive in its programming efforts, it had a foundation grounded in the traditional programs. This traditionalism made up a big part of its culture as well. The staff and volunteers seemed to be proud of this organization's history and traditions, yet excited about the new and creative ways they continued to serve the community, such as their extensive literacy program and their international efforts.

Site C's facilities were very spacious and beautiful. There were large open welcoming areas, large gyms, wellness areas, community programming space, and pools.

There seemed to be a constant stream of people entering the facility for different reasons. The site offered a variety of programs that benefited the mind, body, and spirit.

A particular program that the researcher found interesting was the coffee club. The coffee club gathered every morning; most members were senior citizens, but that was not a requirement. They came to the Y for their socialization. Members had their coffee in the corner of the lobby, and their picture was placed on the wall in the middle of the lobby. The pictures of those who participated in this morning social club were quite impressive. The program was clearly a local SR effort, as it was very inclusive and welcoming to all. It was the researcher's understanding based on the pictures and the stories shared that the coffee club members took their membership very seriously.

The staff were very proud of their work at Site C, both their individual work and the collective work of the organization. The staff appeared to be very appreciative of the work the organization did and their opportunity to be a part of making a difference to others. The staff were very welcoming to all members and guests. There was more of a formal feel to this site, perhaps due to the size of the organization.

The staff seemed to have a lot of respect for the CEO; they felt he was a "Y-Guy," lived the mission, and sought ways to serve more people. The CEO appeared to have a great respect for the staff, making purposeful efforts to provide greater opportunities for them. There seemed to be a culture of promoting from within, which was good for staff morale. The staff interviewed had been staff, volunteers, or participants of the Y for a long time. This site experienced a downsizing with the decline in the economy over the past few years; however, it appeared that this Y was on the upswing again. Although the downsizing impacted staff morale, staff seemed to understand the measures were needed

to ensure the Y continued to serve the community. They had a great appreciation for the things they were given, including the staff picnic, which was a huge success and the first they had had in several years. They understood the importance of serving the local community and appreciated the diligence needed to ensure the Y continued to do so.

The financial goals, including the fundraising goals, were shared through every interviewee. There were measurable goals for each branch's campaign efforts, which was for their SR efforts. This site contributed significantly to its local and international efforts to ensure everyone was included. They contributed significantly in time, effort, and monetarily. The expectations were clear, as they were included in staff members' performance goals. The staff found it challenging to make these financial goals, as their fundraising goals were in addition to their operational goals; however, they knew that it was for a great cause and it allowed them to serve the community.

Site C's international SR efforts included exchange trips to Ukraine, Chile, Columbia, Belize, South Africa, China, and Brazil. They had been going to Belize the longest, for approximately 15 years. They had different relationships with each of the countries; some were exchange trips and some were provided solely monetary support. They also helped to bring the local delegation of each of their international partners to the United States. The staff, volunteer, and CEO commented on the impact these trips had on participants and on staff as well. They shared that these trips were a source of pride for the participants and the staff who attended. These trips seemed to be core programming, and partnerships seemed to be ingrained in their culture. The site had a diversity and inclusion committee and an international committee, both of which helped to ensure that globalization efforts, internally and locally, were a priority for this organization.

The site participated in many local SR efforts, including youth and adult literacy, English as a second language, and adult day care for mentally and physically challenged adults. Two Ys were on college campuses, where the students were volunteering in the community to make an impact in different areas; most of their volunteer efforts were with various community organizations other than the YMCA. These efforts helped the Y to have an even bigger impact in the community. The site had aggressive fundraising goals to provide scholarships ensuring that all members were able to participate in activities.

Site C also had a resident camp and recently put $5 million in renovations to completely rebuild cabins, dining centers, waterfront, rifle range, and horseback riding areas to ensure the camp was accessible to children of all abilities. This was an area of great pride for Site C, as it wanted to make sure kids of all abilities were able to participate in camp activities. Site C's community had the largest Bosnian population outside of Bosnia, and the branch that served this particular community offered programming that targeted this population to ensure the local people felt connected and included. Table 4.5 divides the findings according to Schein's artifacts, behaviors, norms/ values, and basic assumptions.

Table 4.5
Elements of Organizational Culture in Site C

Element	Examples
Artifacts	• This site was a very large organization; there was an obvious difference in resources between this site and the other sites studied. This site had $21 million in endowments with 17 branches and a resident camp. • The facilities were very spacious and beautiful, with large welcoming areas, large gyms, wellness areas, community gathering spaces, and pools. • There was a constant stream of people entering the facility for different reasons. • The site offered a variety of programs that benefited the mind, body, and spirit.

Element	Examples
	• In one of the branches, rows of coffee mugs hung in the corner of the lobby and rows of photos appeared in the middle of the lobby; these were for coffee club members, who were primarily seniors. • This site had a corporate office, which gave it more of a business feel than the other sites; however, the branches were just as welcoming as the other sites. The corporate office consisted of office and cubicle space. • Budgetary and fundraising expectations were clear and were included in staff members' performance goals. • This site recently spent $5 million to renovate its resident camp to ensure it was accessible to children of all abilities. • One branch of this site served the largest Bosnian population outside of Bosnia and offered specific programming for this population to feel connected and included.
Behavior	• Coffee club members gathered every morning. • Staff were welcoming to all members and guests. • Staff seemed to have a lot of respect for the CEO; they felt he lived the organization's mission and sought ways to serve more people. • The CEO had great respect for the staff, purposefully providing opportunities for them. • The site had aggressive operational and fundraising goals for each branch. • This site contributed significantly to local and international SR efforts, ensuring everyone was included and contributing in time, effort, and monetarily. • International SR efforts included exchange trips to Ukraine, Chile, Columbia, Belize, South Africa, China, and Brazil. The first trips, to Belize, started about 15 years ago. • The site had different relationships with each country; some were exchange trips and some were based on monetary support. They helped to bring their local delegation to the United States. The staff and CEO commented on the impact these trips had on participants and staff. • Local SR efforts included youth and adult literacy programs, English as a second language classes, and adult day care for mentally and physically challenged adults. At two college campus sites, students volunteered in the community through a variety of community organizations. • Staff brought their family to the staff picnic. They enjoyed the various festivities and appreciated the effort of the senior staff to provide the picnic.
Norms/ values	• This site was preparing to celebrate its 160th anniversary, and its long history in serving its local community was an area of extreme pride. • There was a great sense of pride that some of the very traditional programming throughout the country started in this community.

Element	Examples
	• Although this community was very progressive in its programming efforts, it had a foundation grounded in the traditional programs. This traditionalism made up a big part of the culture. • The coffee club was a local SR effort, primarily for socialization. It was inclusive and welcoming. • There appeared to be a culture of promoting from within. • Staff appreciated what they were given, including the staff picnic, which was the first they had had in several years. • There were measurable campaign goals for SR efforts for each branch. • International partnerships were ingrained in their culture, and exchange trips were a source of pride for attendees. • The site had a diversity committee and international committee to ensure globalization efforts, internationally and locally, remained a priority. • The site had aggressive fundraising goals to provide scholarships, ensuring that all members were able to participate in activities. • The $5 million in recent renovations to the resident camp to ensure various areas were handicap accessible was a great source of pride for this organization, as it wanted to ensure kids of all abilities were able to participate in activities.
Basic assumptions	• Interviewees commented on their history being ingrained in their community, impacting every aspect of the community and every resident in one way or another. • Based on the pictures and the stories shared, the coffee club members took their membership very seriously. • Staff were very proud of their work with this organization, both their individual work and the collective work of the organization as a whole. • Staff appeared to be very appreciative of the work this site did and the opportunity they had to make a difference. • This site appeared to be on an upswing after having experienced a downsizing with the decline in the economy over the past few years. Although the downsizing impacted staff morale, staff understood it was needed to ensure the organization continued to serve the community. • Staff understood the importance of serving the local community and appreciated the diligence needed to ensure the organization continued to do so. • Staff found it challenging to make their financial goals, as their fundraising goals were in addition to their operational goals; however, they knew it was for a great cause, allowing them to serve the community to their fullest potential.

The following quotes extracted from Site C data were representative of the site's organizational culture:

> Each branch has its own division in serving the community. We are all very focused on serving the Y's mission, but I think it translates very differently in each of the branches. Everybody is more focused on their own neighborhood. We are getting a more global look for what we are doing for both the St. Louis area and what we are doing as part of our world service.
>
> We are a strong partner in the community, and the branches are meeting the community needs. The branches are good at developing relationships to strengthen partnerships and meet community need.
>
> The culture is very positive. Inclusive, it draws from a combination of top-down, middle-out, and bottom-out. There is a lot of energy and cohesiveness that comes from the middle manager level.
>
> It is a culture that thrives on serving the members. We pride ourselves in providing great customer service, to be very member centered. It is a historic Y, one of the first in the country. We have 17 branches and we touch virtually just about everybody in town through one program or another. Next year we will be celebrating 160 years, so there is a legacy behind us.

Elements Unique to Each Site

Although there were commonalities among the three sites, there were elements that were unique to each site in addition to their size; examples are listed in Table 4.6.

Table 4.6
Elements Unique to Each Site

Site	Unique elements
A (small)	• Transitional housing was offered. This site is one of the few remaining in the country that provides this service. • The building was older, with numerous items that needed to be repaired. • Welcome signage in different languages was posted throughout the building. • There was a change in the past couple of years in how the men's residential community was viewed and treated by staff. • People in each of their communities tended to be segregated and stay in their respective service areas. Staff changed how they delivered services and began being purposeful about taking services into the community to ensure they were being inclusive.

Site	Unique elements
	• They were very proud of their young professional efforts. • They were very proud of their exchange trips with Japan. • Senior leadership positions changed in the past 3 years. • Residents seemed to have a feeling of being included and welcomed; the transitional residents seemed to be happy with the people they interacted with. • All interviewees had an understanding that this was a cause-driven organization, a movement larger than a building or place.
B (mid-sized)	• They were located on the second floor of an old community building in a very low socioeconomic area of town. • A long hallway was lined with classrooms, offices, and computer rooms; musical instruments were spread throughout the facility as a natural part of their environment. • Their community had the highest Cambodian population in the United States. Many of the staff were second-generation Cambodians, with some born in genocide camps. • They made a documentary on their Cambodia trip called "The Cambodia Journey." • Staff were entrepreneurs and were consistently looking for ways to teach the people they worked with a new skill that would allow them to become entrepreneurs as well. • Staff published 13 youth magazines with over 300 youth stories. • This site operated Change Agent Productions, a video production company that generated income for them and helped to teach technology skills to the youth. • The site took a group of staff and volunteers to Cambodia and worked with street children there; they were preparing for a second Cambodia trip, this time taking community librarians. • A purposeful intention was given to having the youth participate in programs and then become contributing members of society and giving back to the program. • Groupthink and sharing of responsibilities were embedded into everything they did. • The Cambodia trip was an idea initiated by the staff.
C (large)	• The site had $21 million in endowments, with 17 branches and a resident camp. • The facilities were very spacious and beautiful, with large welcoming areas, large gyms, wellness areas, gathering spaces, and pools. • The Coffee Club was unique to this site; it was a very visual way to be inclusive of members, especially senior members. • The site recently spent $5 million to renovate its resident camp to ensure it was accessible to children of all abilities. • The site had aggressive operational and fundraising goals that were included in staff members' performance goals.

Site	Unique elements
	• The staff contributed significantly to local and international social responsibility (SR) efforts, ensuring everyone was included and contributing in time, effort, and monetarily. • Their history is ingrained in the community, impacting every aspect of the community. • International SR efforts included exchange trips to Ukraine, Chile, Columbia, Belize, South Africa, China, and Brazil. The first trips, to Belize, started about 15 years ago. • Local SR efforts included youth and adult literacy programs, English as a second language classes, and adult day care for mentally and physically challenged adults. • Staff brought their family to the staff picnic; they appreciated the effort of the senior staff to provide the picnic. • The site downsized with the decline in the economy the past few years; staff understood it was needed to ensure the organization continued to serve the community. • Staff found it challenging to make their financial goals; however, they knew it allowed them to serve the community to their fullest potential.

The three sites studied were all considered exemplary sites, recognized as global centers of excellence and for their service to their local community as well as their impact on the global society. Each of the three sites also faced adversity. Below are examples of how the sites handled or overcame adversity.

Site A. The transitional housing was an example of how adversity was handled at this site. Previously the residents were viewed as somewhat of a burden to the site; they were treated as such and were segregated from organizational activities. The internal culture about these men affected their external identity; the community as a whole looked negatively on the site in regards to how the men were treated. The site made a purposeful intention to change how these men were treated; it included the men in programs and services because it was the right thing to do. The change permeated throughout the organization and eventually became a source of pride. The shift in how these men were

treated combined with an increase in services provided for them changed their internal culture and positively impacted their external identity. Today, the site has strong community partners providing services for these residents. Another example of how this site exemplified handling adversary was its partnership in running a city pool. Plans fell through right before the season was to open. The site didn't solve the problem on its own but rather involved community partners in possible solutions. The outcome was better than they anticipated, with various organizations taking on different pieces; organizations not previously involved became involved, which resulted in more participants being served than originally anticipated. Involving community partnerships also increased awareness, services provided, and funds raised to support the efforts.

Site B. This site overcame adversity by making decisions as a team. When this site needed to make a decision, staff bounced ideas off each other and sought the input of others. This site was located in a very low socioeconomic community; the economic factors of their community presented many obstacles. When deciding to move forward with a service or a particular decision, they kept the impact to their local community as a focal point in their decision making. As they expanded their services locally and globally, they kept in mind the impact on their local community.

Site C. This site consistently adapted to meet their community's needs; however, change came about a little more slowly here, perhaps because of its strong traditional history. Study participants felt this site was willing to change but that it took time to realize change was needed; the time required could also be related to the large size of the organization. This site strove to be everything to everyone. When adversity arose, staff took a step back and thought about the direction they wanted to go and how they wanted

to focus their efforts. This site was financially driven; therefore, funding was included in its decision making. In overcoming adversity, this site made decisions for the organization as a whole and also specifically for branches or communities, depending on the need and outcome. An example was the decision to remove the ping-pong tables from their branches. It became apparent that although the ping-pong tables were not successful at most branches, they were successful at one branch. The site realized it provided a service and met a social need in that particular community. Their adult day care has presented adversity along the way; they made decisions pertaining to it because it was the right thing to do, which was consistent with a lot of their decision making.

The National Organization

YMCA of the USA recently went through a national rebranding, and part of the rebranding places social responsibility in the tagline to emphasize their SR work and ensure people know it is one of their priorities. The YMCA tagline is "YMCA for Youth Development, for Healthy Living, for Social Responsibility." This study was coordinated through Y-USA's International Department. Through the rebranding, the International Department has changed its globalization efforts. Previously its work meant going across the pond, internationally. Now it looks at what Ys are doing to contribute positively to our global society overall, both internationally and in our own communities. For example, some Ys might provide a welcoming class for immigrants; others might address what is being done to increase awareness of global issues in the local community, ways to include those who are different to make our global society a better place, or ways to increase cultural awareness and inclusion either locally or internationally. Here are a few of the quotes extracted from data collected across the three sites about Y-USA:

> I really love the direction that the YMCA as a whole is going; we are focusing more on community efforts and engaging the newcomer population. We are not just known as a "swim and gym"; we have experience working at internationally different Ys and with programs that focus more on community development.
>
> When they came out with the focus areas and nationally rebranded everything, youth development is very easy to understand. Healthy living is very easy to understand and to see. Social responsibility is a tough one for people to understand, I think, because it can mean so many different things. I also think our new branding is helping to promote that even more. I am excited about the future for this association as long as everyone can embrace that.
>
> Social responsibility has a very specific role in the Y because it is one of the three pillars: youth development, healthy living, and social responsibility. Our global has become a little more local, and we've also become a little more engaged with some of the global companies.

The Effect of the Global Center of Excellence Designation

Through the changes Y-USA made in its international efforts, it has added a GCE program to its SR efforts. In the framework of global SR, the YMCA focuses on working with newcomer communities, developing globally minded leaders who care about the world and social issues, promoting global philanthropy to support important projects in partner YMCAs overseas, and supporting the global YMCA movement through capacity building so that YMCAs collectively become stronger and more effective. To build a case for global engagement, Y-USA developed a 12-page document titled "Building Global Community: Strengthen Your YMCA Through Local and International Initiatives." YMCA made the business case for global engagement in this way: In an effort to reflect the diversity of our communities and honor our role as part of a global organization, YMCA of the USA is committed to working with associations in the expansion of opportunities to include diverse communities and in building a global community.

International work has always been a part of the YMCA's history, and many YMCAs have found that incorporating a global perspective strengthens their ability to serve the community. Y-USA, in partnership with local YMCAs, has identified six areas of opportunity where international engagement results in significant benefits to YMCAs: membership development, program value, leadership development, collaboration, financial development, and visibility. In our increasingly globalized society, the ability to develop healthy relationships with people of different cultural, racial, and ethnic backgrounds is necessary to excel. By providing a variety of multicultural experiences, YMCAs help to better prepare global-minded leaders. Y-USA believes taking a global approach supports the Y's inclusion efforts by helping everyone involved in the Y increase their comfort with people of various cultural backgrounds. Inclusive YMCAs that incorporate global perspectives are better positioned to engage all segments of their communities, which gives them an advantage in staying strong and relevant as their communities' demographics change.

At the time of this study, only 20 YMCAs in the country were recognized as a GCE. The three sites studied considered it an honor to have this recognition from Y-USA. It was evident that being recognized as a GCE had a positive impact on these sites.

Below are quotes extracted from the data across the three sites in response to the question, "Describe what impact becoming a GCE has had on the organization's global CSR efforts."

> It has been big; it has brought attention to other YMCAs as well as other organizations in terms of what we do and what the scope of the impact is. Y-USA values our advice.
>
> It raises the bar for us. We're championing causes and we hold ourselves more accountable.

So often we think about what we are doing in other countries, and part of the GCE is focusing on how we are working with refugee and immigrant communities where our Y is located. It has been a good conversation for the Y to have regularly when it thinks about world service. World service has always been very interesting to our staff and our participants.

It motivates us to just keep going to another level of excellence. It lets us know that we are doing something right and that we are going in the right direction.

It has made us more intentional than we were before. It has helped the board understand why this work is important and how it fits into the bigger picture of the work we do. We are now looked at nationally for doing great work for our size. I would dare say that we are doing great work for any size Y. We have to be very clear about how this connects to strengthening community and how this aligns with the pillars and really how the Y is much, much more than anybody's particular facility. The Y is not a building; don't ever confuse the building with the Y. The Y is a movement of people doing good. The facility is a tool that they use to help them achieve that.

It has strengthened our CSR efforts. It's a growth period for us to strongly emphasize reaching outside of our comfort zone. There are some elements of being a GCE that we are strong in and that we continue to do well and that's our international partnerships. This being a GCE and starting to look more closely at our communities and neighborhoods around the Y has long-term benefits to increase our membership, to increase our SR efforts, to increase the giving capacity from the community, so I think it is in a growth period and we are in an educational process to educate the staff and volunteers about the importance of it at work.

It has made us want to do more. We are now striving to form partnerships in other areas; it's having this branching-out effect. It's really opened our eyes to the bigger picture.

Made us ambitious or less redundant, this whole idea of going beyond borders. We think of ourselves globally. We see ourselves connected to the larger world because of our SR efforts. We are no longer bound.

There is pride here, when you are looking at our legacy and the work that we are able to complete through the international committee and our Y's programs. Becoming a GCE adds another feather to our cap here. We need to continue moving forward because there are only 20 YMCAs, which is something that our staff and volunteers would really be able to say: Wow! There is no time to lose when it comes to our international efforts. . . . By being a Global Center of Excellence it has helped us and has continued to empower us to try for excellence.

Impact of the Organizational Culture on CSR Efforts

The study analyzed the impact of the organizational culture on the CSR efforts for each of the three sites. The three sites had different CSR efforts, which was a direct result of their internal organizational culture and their external community needs. The external influences greatly impacted the types of CSR efforts needed for each of their respective communities, yet their culture determined how these efforts played out.

Site A

Site A went through a change in leadership over the past 3 years. This site's CSR efforts also changed over that time period—a direct reflection of the organizational culture, created by the organizational leadership, adapting to meet the external community needs. Through the study, it became apparent that there was a mutual relationship between the organizational culture and the CSR efforts, with each greatly impacting the other. According to one of the study participants, "The change in leadership brought more change in the past 3 years than there were in the previous 30 years." The change in leadership brought changes to how staff viewed everyday operations. Examples included the changed perception of the transitional housing residents and the better understanding of the need to take services out into the community to ensure the site was serving all populations.

Site B

Site B had a culture of groupthink in decision making; the CSR efforts this site participated in were those the team members agreed were important. Janis (1972) described groupthink as the mode of thinking that persons engage in when *concurrence-*

seeking becomes so dominant in a cohesive group that it tends to override alternative courses of action. Although Janis's definition is associated with a negative connotation, the researcher understood the groupthink of this site to be a positive attribute of the organization's culture, as it was described in a positive manner by staff who participated in the study.

This site purposefully planned to have the youth grow and remain involved with the program; therefore, programming expanded as the participants' needs changed. Many of the staff members were previous program participants themselves. The organizational culture greatly impacted the CSR efforts of this site; they chose to invest their time in efforts that were important to the staff and to their local community. Their trips to Cambodia and Change Agent Productions were both examples of CSR efforts being impacted by the organizational culture.

Site C

Site C had a culture deeply rooted in traditionalism. The site had diverse programs and services and took pride in providing progressive services inclusive to all; however, its deep history ran through everything it did. Its CSR efforts included everyone in the communities, which was directly impacted by the culture of the organization. The site's culture was financially driven and measurable. This approach included CSR efforts as well; aggressive fundraising goals were in place to ensure that the Y was able to increase its CSR efforts. Measurable goals for all CSR efforts were included in performance appraisals. Staff seemed to always strive to do more, operating under the assumption that there were always others who needed services or a new effort to pursue. This site put

emphasis on international CSR efforts and formed a large number of international partnerships; its global efforts impacted all of its membership and services.

A collective identity provides a sense of self and meaning and places one in a wider social context. Hermans and Salgado (2010) reiterated the importance the collective identity has on the image of the organization. The collective identity can lead to profitability as well. SR efforts provide a collective identity to the organization, an identity that everyone can relate to. The artifacts and documents from the study portrayed a strong inclusive message to different segments of the community, very inclusive of diverse people from different ethnic, racial, age, and socioeconomic groups.

Representative Quotes from All Three Sites

The following quotes from the three sites addressed the impact that organizational culture had on the CSR efforts:

> There's all sorts of different opportunities for people that may have different interests in either the global aspect or getting out to cultures and different groups of people within our own service area for members and staff to get involved.
>
> The VP is very inspirational. His focus is to try to push it on all of us to be a "possibility junkie," and so if you talk to anyone around our branch you will hear that anything is possible. We don't just say no to things; we have to be open to how we could do it. He does not want us to react with no. He is constantly modeling by asking: How can we do this? So let's find a way, there has to be a way to do that. It might just take time. With our Cambodia project, the idea came up a couple of years ago, and it took time for them to talk to different people who might be interested in helping us with this, and then it slowly kind of snowballed into reality.
>
> Our culture and our thought process is: How can we better somebody else's life? Is it through education, through training, through experiences? We outreach to make their lives easier, better because we are serving some of the poorest of the poor communities.
>
> Depends on the demographics; you have to look at who is coming into your Y. Programming-wise, we have a lot of elderly—so we have a lot of elderly

> programs, such as Silver Sneakers. We have noontime basketball because we have a lot of businesses nearby, so noon basketball works for them. We have a strong Asian community—they want to play badminton. Not everyone likes it, but the Asian community wants it. We are looking at those walking in our facility and what it is they want.
>
> The reason why we went on the trip is as a second-generation Cambodian we were disconnected from what it means to be Cambodian because a lot of the elders, the first generation, they never wanted to talk about the killing fields or the genocide, so we really had a strong disconnect on what it means to be Cambodian. It was almost like we did not have an identity, so we wanted to go to Cambodia to find out what being a Cambodian person means. For myself, I grew up hating the fact that I was Cambodian. I was ashamed to be Cambodian. . . . Now I am prideful. It was through that trip that really helped me.
>
> The biggest single impact has been the recognition that we are a diverse community and we are becoming more diverse. It has helped to realize that it's not just about the diversity, but it is about what we are doing to include people and being very mindful of the fact that it is not just a case of they might be in our membership but what we are doing to make them feel included, welcome, and comfortable in our membership.

Interviewees' Personal Reflections on CSR

Pondy and Mitroff (1979) advocated that organizational theory move toward a cultural model—a model concerned with the higher mental functions of human behavior, such as creation of meaning. The process of how the YMCA, a global nonprofit organization, implemented or expanded its global SR efforts was described by the participants as a continuous journey that involved reciprocal learning and was mutually beneficial. It was apparent that interviewees reflected on and analyzed the meaning of the CSR efforts in which they were individually involved. There may have been many different interpretations; however, it was apparent that there was an impact at the micro level as well as the macro level. Participants were left not only wanting to be involved but wanting to do more to ensure they were providing the experience for someone else.

Below are some of the self-reflections and quotes extracted from the data that impacted the micro level as well.

> The Y was really essential in developing me into who I am today.
>
> I love what we are doing, and the fact that we can go out and help another group of people is just awesome. For lack of better words, it makes me feel warm and fuzzy inside.
>
> Our work with world service . . . has the potential to affect so many people in so many different ways. It affects our summer camps, our senior management; it affects our part-time staff, our full-time staff, who in turn internalize the basic understanding of world service and take that into our own lives and affect even more people.
>
> It is all about being mutually beneficial; however, I personally have benefited from our Ukraine partnership because of my sister-in-law and I now have little Ukrainian nephews.
>
> To me everything they do makes the global society a better place.
>
> I remember working with some of the Y-USA people on this, and we were doing some of their newcomer, immigrant projects through our social enterprises—you know, the whole Cambodia project and international efforts. Our little department is becoming more and more globally aware and contributing.

All three sites studied shared that the recipient involvement increased after directly benefiting from the CSR efforts.

Changes to the Organization's Culture

At each of the three sites, the CSR efforts changed the organizational culture and basic assumptions. Below are examples of basic assumptions changed as a result of the site's CSR efforts.

Site A. After 2 years of having Japanese teens come to this site, a partnership resulted in a true exchange, sending teens from the site to Japan. As this change emerged, the organizational culture changed and everyone, staff and members included, became

involved in the efforts to send the teens abroad. The communication boards, e-mails, and newsletters kept members informed. Staff and members alike sought ways to encourage and support the youth going abroad. Decisions, actions, and assumptions were impacted as a result of the teens going to Japan.

Another example of CSR efforts impacting the organizational culture for this site is the change in how they reacted to the residents. Although this CSR effort had a long history with this site, there was a change in how the men were treated as well as the CSR efforts provided to them in trying to do the right thing. These changes greatly impacted the organization's culture in how these men were treated by staff, members, and community partners.

Site B. The Cambodia trip is an example of a CSR effort that had a huge impact on this organization's culture and basic assumptions. Staff initiated this CSR effort, and the leadership and staff of the organization then put the effort into making this service trip a reality. Their efforts changed the organizational culture, impacting their internal culture as well as their external identity in the community. The leadership and staff have invested time and effort into expanding their Cambodia efforts and ensuring their local community benefits from their international work as well. This CSR effort changed the site's basic assumptions not only in regards to the first trip to Cambodia but also with the second trip. On the second trip, it was assumed they would increase their community involvement, and they did this by taking two community librarians on the trip. Their Cambodia efforts not only impacted the organizational culture but also permeated their local community as well. These efforts impacted how they interacted with the community, particularly the local Cambodian community. Interview participants

described themselves as shameful of being Cambodian before the trip and prideful about being Cambodian after the trip. This CSR effort impacted both the micro and macro assumptions of the organization.

Site C. An example of a CSR effort impacting the assumptions of Site C is its multiple and very strong international partnerships. These partnerships were ingrained into this organization's culture. The site strove to achieve more because it saw the need was great; its international efforts provided it with an understanding of global challenges. The leadership and staff also understood how these international efforts impacted their local community as well. Their CSR efforts have resulted in significant fundraising goals for their local efforts and for their world service efforts in an attempt to make an even bigger impact on the global society. Another example of how this site's culture and assumptions were impacted is that they strove to ensure everyone was included as a result of their CSR efforts. They demonstrated this through their extensive literacy program and their recent $5 million renovation to their resident camp to ensure all children had access to camp activities.

Implementation of CSR at the Sites

It was clear through the study that implementation could occur at any level in the organization. Some ideas were started at the board level and shared down through the organization, while other ideas were initiated by staff or even a member and worked their way up the organization. Regardless of where the idea started, leadership was involved to put their blessing on it and ensure it was a priority for the organization. Staff were instrumental in giving it energy throughout the organization. Policy and program volunteers were also instrumental in the process of identifying or fulfilling the CSR

effort. The following quotes provide some initial insight into the various implementation processes:

> We can think of the best ideas from this level here, but if it doesn't permeate through our organization it follows its own structures. That's not going to go away; that's not going to get a lot of mileage off of any initiative.
>
> The Y is really about the vision of one person expanding to the entire group and really increasing through education and the awareness of why it is important and how it aligns with our core values and then finding ways to impactfully implement.
>
> If another Y wants to become culturally in value-wise part of this global social responsibility effort, your main leaders, your top brass must have complete buy-in for it to happen.
>
> Things like being innovative, I'd say we are really big on. Our VP is really big on respecting our opinions. If we come up with an idea, he does not shut us down; he says: Okay, let's try it out. . . . What does the team think? That is what I really value in our VP, that he respects our opinions. I really love the direction that the YMCA as a whole is going to; we are more on community efforts and engaging the newcomer population.

The remainder of this section describes specifics related to each site and then reviews the commonalities between them.

Site A

Site A determined there was a community need and sought ways to collaborate. A need could be brought to awareness through any level in the organization. A member, a volunteer, or a staff member could approach the group with a need. Three sources this site used to set direction in its CSR efforts were its board, its operations leadership team, and its emerging leaders committee.

The board had a diversity and inclusion committee composed of staff and volunteers. This committee ensured the site was serving a diverse population and that

everyone felt welcome and included at this Y. Since the committee included both staff and volunteers, it had a good feel of what was going on in the community.

The operations leadership team was composed of staff. The chief operating officer provided leadership to the full-time directors. This site seemed to use its leadership team to vent ideas. Leaders brought ideas to the table, talked about them, and gained the support of the team on how best to approach something or decided as a team to not approach something. Whether the idea was brought to one of the team members from a member or brought to the operations leadership team through the chief operating officer from the CEO, this group was instrumental in sharing information either up or down to move the CSR efforts forward. The team played a vital role in communicating the initiative throughout the entire site, determining what the SR efforts looked like for their Y. They also were instrumental in communicating the SR efforts to members.

The emerging leaders committee was also involved in determining the direction the organization was going. These young people were encouraged to serve as the eyes and ears of their community and were looking to develop their professional skill set. They seemed to be excited about this committee.

The CEO played a pivotal role in determining the direction of this site; she was very good at planting seeds for others to think about and encouraging them to come to decisions or opinions on their own. She was also very good at encouraging them to stretch their way of thinking. Because of the financial situation of this small Y, funding of new efforts had to be identified before work began. The CEO had the approach that more could be accomplished by collaborating with others. She was very good at

collaborating and encouraged others to work collaboratively to better serve the entire community.

The following quotes were extracted from the data relating to how Site A operationalized its CSR.

> What makes it successful is everybody's willing to do what they have to do to make it work. . . . Our CEO and other leadership staff [are] personally involved.
>
> We raise funds for world service efforts. That is really showing our staff and community how as a Y movement, we should be operating worldwide. . . . We engage in activities that promote this awareness. We seek ways to engage everyone that comes into our Y in globally minded activities.
>
> This YMCA has an ownership or responsibility that what happens in its building may have a bigger impact globally.
>
> It's the choices we make on a daily basis. This is what we believe, and this is how we are going to broaden our circle of SR. . . . It's being very intentional about how we speak to people to ensure a strong foundation.
>
> Our CEO is the originator of the speech, then everyone else takes it within their own work to disseminate the information.
>
> It is strategic planning and understanding what the organization's priorities are, what the strengths are, what the needs are; then you look beyond our walls to see what is out there in the world to help support your work. . . . Identify what your strengths and needs are, then we can look to other community agencies to build on and align with our mission.
>
> We are more intentionally inclusive and integrated.
>
> We are holding people accountable to what they do. We have listened to members, staff, and the community.
>
> We are intentional that we need to be open minded. . . . There is a lot of talking and planning. Things are usually discussed in team meetings.

Site B

Site B used groupthink to process all decisions. They worked as a unified team, shared information continuously, and made decisions together. The staff were in sync

with community members and families; participants in the study constantly sought ways to improve their services or new services needed in the community. The staff felt they represented the community needs and, therefore, were engaged in their community to be able to identify gap areas in services provided.

This site had a very active board that also served as a conduit in the community, soaking up feedback and helping to identify needs. With the staff and board having such longevity in the program, as well as many personally going through the program, they were very adept at being resourced to positively help the site and the community. Their team approach also helped staff identify a gap in other program services and determine how their individual programs could help meet a need.

The staff at Site B believed everything they did fit the category of CSR. They were doing so much to meet the needs of their local community and believed in the impact they were having. Many things initiated at this site started as an idea from the staff. When staff shared a new idea, they were passionate about it and convinced others to join their cause. Staff came up with ideas and then found ways to make them happen. This site had a unique funding program, Change Agent Productions, which generated substantial revenue to help offset the expenses of not only the Change Agent Productions programming but also other CSR efforts. Although they had to have funding to cover their CSR efforts, they did not start with the funding. They dreamed it first and then found a way. The vice president was instrumental in securing funding. He was very well connected in the community and was instrumental in collaborating with others; he was also very open-minded, which enabled the staff to feel comfortable reaching out to him. The site had long partnerships in the community that could be accessed for different

services, collaborations, and needs. When making their decision on CSR efforts, either locally or internationally, they always looked at the impact to their local community, as serving their local community remained their top priority.

The staff at Site B seemed to thrive on being trendsetters and the first to provide a service; this carried over to their CSR efforts. They enjoyed being the first or the most creative and strived to be entrepreneurs in their field. They had an environment that continued to encourage new ways of thinking and doing things; they had a very progressive environment and very progressive processes.

The following quotes further describe how Site B operationalized its CSR:

> We use technology to help and to communicate with others to be able to communicate on a global scale.
>
> The things that we have chosen to do change the organizational flow—the decision-making process of what it is that we want to change and the impact on the organizational culture.
>
> We don't just do it happenstance; we do it very strategically and we do it very targeted. Those are long-term goals for us regarding our percentage of kids and families becoming leaders within the community and becoming staff at this YMCA.
>
> We are very big at this branch on developing economic opportunities for our families and our kids. We like to think of ourselves as an urban economic engine for the community.
>
> Last week we had a strategic planning retreat where we just took a step back from everything and just analyzed where we are as a branch and what are some things we want to improve on.
>
> First, we always talk about it as a whole staff. We talk about it in staff meetings on what do we want to do. We don't make a decision unilaterally; if we decide to go for it, we set people in charge of their respective tasks and then we go about it. . . . The senior staff will then tell their staff our goals and objectives. We work together as a whole branch on getting things accomplished.
>
> We have refined the way we work with different cultures or jobs so that we can be a trendsetter. . . . We work with a purpose so that everything we do has a benefit to the culture we are working with.

> Our departments are very integrated versus working in silos.
>
> Everyone has an equal voice or say and so people, their interests and passions, it does influence what we focus on.
>
> We use social networking a lot.
>
> The university helps establish and provide researcher evidence-based programs and practices to use in program development.
>
> We have constant branch meetings, staff meetings—everything from senior staff to branchwide leader program meetings—and we do that on a weekly basis. And even though it takes an hour or two, each program manager talks about what is going on in their section . . . . It is like a forum for us to be able to ask for help or for ideas from each other, and we kind of cross-pollinate our ideas with each other in that environment. It also is a good way to where we can just share stories that we get from the day to day with the kids. . . . We talk about the budgets, finances, procedures, and stuff, but I think the most impactful part of the meeting is when we share the stories of the kids and the families we serve.
>
> Every year we try to implement one new program, one new design with a social impact model.
>
> We tell people to document your efforts, to show people to your funders, to your supporters, what you actually accomplished.

Site C

Site C was rooted in its history of serving the community and in traditional programming. It constantly sought new ways to serve the community. These efforts were added to what it currently did for the most part and did not replace other programs. A new effort was piloted at one branch before it was spread throughout the association.

This site was more formal in its operations because of its size. It had an international committee that was a part of the board; this committee was chaired by a policy volunteer but comprised both staff and volunteers representing branches throughout the organization. A diversity and inclusion committee was also instrumental in its efforts.

A new CSR effort or idea could be initiated anywhere in the organization: by a volunteer, CEO, staff, member, or community citizen. The site had an environment that fostered this initiation of ideas. New ideas and services were then vetted through these association-wide committees. For a new program or CSR service idea, it was important to get the approval of these committees and then the board or staff, depending on which direction it needed to go. These groups operated under the assumption that the CEO had to be okay with the idea for it to proceed. There was a deep respect for him and the direction he saw the organization going. These committees felt the CEO had to put his stamp of approval on it for something to become ingrained throughout the association.

Site C was very financially driven, so it ensured it had the funds to proceed with new services. This site was also very creative in coming up with funding. It had a multitude of partnerships to rely on in the community and never felt like it had to do something completely on its own. Its aggressive fundraising goals also helped to ensure that funds were available for CSR efforts. The site ensured that it had the funds before doing something. However, if it was something they felt they should be doing because it was the ethical thing to do, they found the funding to do it. When they decided to go forward with something, the decision permeated their entire association. They also had certain efforts targeted to specific populations that were primarily focused on a couple branches; these efforts were by choice as well.

There was purposeful intention to their decisions and actions. When deciding to move forward with something, they put their all into it; an example was the renovations they did to their resident camp to ensure youth of all abilities had equal opportunities at camp. They put all their effort into it and did as much as they could to ensure the

outcomes achieved were drastically big changes and not just little changes. They were passionate about inclusion of others, and that came through in their actions and decisions.

Because they were such a large organization, they had the resources to cover new efforts or the connections to come up with additional resources. When they did something, they did it in a grand way—and their international efforts were another example of this. Y-USA often reached out to this site for various needs; their close relationship with Y-USA affected their decisions as well. When a request was made from Y-USA, they strived to help where they could. Their international CSR efforts impacted this association's decision making.

This site really operated on doing what was right because they felt that their community members needed them. To ensure new efforts were realized and achieved, performance measures were put in place. Although this site operated under both a top-down and bottom-up hierarchy approach, it relied on the top-down approach to ensure things were spread and acted on throughout the association.

The following quotes further describe how Site B operationalized its CSR:

> Some of the parents of kids who are struggling with reading struggle themselves with reading. We started this program which helps educate parents for their kids' needs in communicating with the schools. We saw this as a need and addressed it.
>
> We are grounded in a paradigm; we are not opposed to change but change is something that has to be worked very diligently.
>
> The mission part of it could be more strongly emphasized, and that becomes a challenge because the money component is so important to have great quality programs and services. So missions versus money becomes a dichotomy in a sense as you look at how you are going to externally present yourself and deliver your programs and services, which goes back to being intentional about what we choose to do.

We encourage them to be a part of what we are doing, to make sure they are included; that they are involved in the leadership and the decision making around the branch and the communities.

It changes the lives of the staff because they are involved in fundraising. . . . There are so many levels of how corporate shoulders the responsibility, how it is disseminated in our organization. It's totally supported in so many ways and mandated from the top. They ask: How is your fundraising going for world service? It is in their job description, and so that is that top-down piece that our Y incorporates. It is not "if you get around to it," but it's one more of their responsibilities, of their many, many responsibilities. And typically what has happened is once an executive travels to one of our partner Ys, they come back completely sold on the impact that our money and the relationship and the connection and the people and they are personally touched by it. They are having no problems raising money at the branch; they figure out how to make happen.

We try to be fiscally responsible with the assets and resources we have. . . . I think the employees feel empowered. If you have happy employees, then everyone wins.

Every branch has responsibility to raise a certain amount of funds for that location. We have an annual goal just for the international efforts that we have. That money cannot come from programs, and we cannot use a surplus in membership. That money has to be fundraised solely and exclusively for the international efforts that we have. We have a small group of board volunteers that work with the international committee; through that international committee they identify possibilities.

One of the efforts teens put together for the fundraising for the three trips was to put together a tribute night, and we challenged the branches to at least have one table, but we certainly encouraged them to come to with two tables per branch. . . . We worked really hard with the board and staff to show support for this awesome effort to send kids to Columbia, as it is a life-changing experience that they are going to face.

Those pre-established goals that you may have already are fairly easy to fulfill because you expect it to happen and some of them have happened for a few years, so there is already a tradition and some expectation there. Some of the other events—they include Hispanic and Latino to the YMCA communities—for those, we need to provide a little bit more information in order to empower folks to really make a difference, so we try to welcome some of the experts in those fields. . . . The Welcome Hispanic Latino Project is a new initiative from Y-USA, and St. Louis did four to five branches as they see more and more pockets of Latino and Hispanic communities coming into the area.

Because it is a part of the mission and it's part of being socially responsible.

> Because we have a culture that accomplishes things by large; we are very deadline, financial, fiscal management oriented/driven. If the senior management says you need to do this, people are going to figure out a way to do it.
>
> You have to look at the demographics of who is coming into your Y. . . . We are looking at those walking in our facility and what it is they want.

Similarities Between the Sites

There were some consistencies between the three sites in how they operationalized their CSR efforts. All three looked at the impact on their local community. All three sites had different points of entry throughout the organization for the initiation of new ideas. All three sites had to ensure funding was secured for the efforts, either through their own efforts or through partnerships. All three sites took their responsibility to serve the community and be inclusive to their community needs as a high priority. Each site wanted to be open-minded and increase its CSR efforts but not feel compelled to take on every effort that was introduced. All three sites had signature programs they looked to enhance or expand. All three sites were just as responsive to staff interests, beliefs, and needs as they were to community needs. All three sites created an environment where the staff felt valued and a contributing member of the operations team. All three sites chose CSR efforts that were unique but very important to their staff and local community. Finally, all three sites had a great relationship with Y-USA and helped to advance the Y movement as a whole.

Leadership

All three sites had a deep appreciation of the efforts of leadership. There was a mutual respect between the leadership and the staff. The leadership played a vital role in the YMCAs' CSR efforts. Below are quotes extracted from the data collected across all

three sites regarding leadership. Leadership was very important to the SR efforts, particularly the global SR efforts.

> Our senior leadership is very engaged and our volunteers as well.
>
> If the CEO isn't interested, it doesn't happen.
>
> Motivation and support is really the leadership team's focus. It is really about helping the team think differently and not think within a box. I have come to understand that some YMCAs get stuck into traditional programming. . . . Our VP is very intentional with forcing us all to realize that is not how we are going to operate here.
>
> I think the leadership role is critical, and I know for a fact that our CEO is on board with this and that bodes well. That helps to develop and educate others around him. You also have the branch leadership level, and I think that is equally critical because of the need for a welcoming attitude and an open mind.
>
> They are the ones to make sure it happens, to make sure it gets executed. They get involved; that is one of the best parts of the leadership and their efforts. They get involved, they get dirty with us. They are in the trenches with us and lead by example.
>
> They are the people that move the effort forward and ensure that people understand and come up with creative ideas to get more involved. If the leadership doesn't have buy in, then it's not going to go anywhere. . . . Everyone that works has some sort of leadership role in the work that they do, so it is not just one person, it is not just senior management, it is everyone. Everyone has the ability to impact someone else.
>
> We know that our CEO and senior management are very supportive and that they're championing our work, that they are leading by example.
>
> Leadership would be the senior staff because they are in charge of making sure that the lines are being kept and that the guidelines for the funders are met and that we are meeting our goals and target numbers and make sure that staff is actually producing what we wanted to produce. The role the leadership team plays is more to inspire. The people that can motivate staff to get the job done, to inspire us to see what the greater cause is.
>
> She is a pivotal staff person; she and the CEO have tremendous power in the organization and to mobilize other young leaders and even bring volunteers into the process, which she has done really successfully.
>
> Having them be fully supportive of staff is obviously very important to the staff by and large because they know that if the CEO is behind it, then I am going to

> get behind it and I expect my staff to get behind it as well. If even more of our leadership was a little bit more involved, we would see some of the culture moving forward even faster. It would permeate to every level of our organization.
>
> Very passionate approach—the passion our leader has for global connections. We have a board that is very mature, so there weren't a lot of changes. . . . There have been more changes in the last 3 years than there were in the 30 years prior.
>
> She trusted me and I think it is that trust and our feelings of responsibility coupled that inspires growth.

Organizational Needs

The sites studied practiced different CSR efforts that were unique to each of their communities. They included their SR efforts in their organizational visions and strategic goals. Nationally, the YMCA rebranding has placed a larger emphasis on the importance of SR efforts. All three sites were able to raise funds to cover expenses related to SR efforts, and the results contributed positively to the organization and its culture. Additionally, their CSR efforts helped to increase awareness. Quotes related to organizational needs included the following:

> We are very strategic about our partners, partnering with those who are supportive of the international community.
>
> The world of nonprofit work is becoming more and more competitive for resources, so we have to really be streamlined in what we are doing, and clarifying our purpose for the community and for our donors is at the very top of our list.
>
> Things like diversity and inclusion you need to be intentional about it; it doesn't just happen.
>
> We are an urban branch that has balanced and surplus for 12 years. Most urban branches are beholden to their metro office. We actually not only contribute but at times we are the healthiest branch in the association, and it is because of our uniqueness and our innovation. We are at a very unique time where we have really changed their philosophy and definition of what good urban programming should be.

> The first thing it [being recognized as a GCE] has done is that it really has helped us become more strategic in our global efforts, especially around our global social responsibility efforts. It has given us tools to really do better international assessments of what we provide for our partners internationally, to really look at what do we have that's going to be a good match for both the YMCAs around the world and us. I can't tell you how much respect we have received from our local Cambodian community because of what we have been doing globally in Cambodia. Being a Global Center of Excellence actually helped guide us through that process.
>
> We really focus on what is our mission and our goals in our community and how we achieve those goals on a daily basis, and we revisit those goals all the time.

The YMCA has a long history of being trusted with philanthropic funds. For each of the three sites studied, philanthropic funding increased as their CSR efforts increased. The sites researched for this study found that if they focused on the local community and ensured their global efforts continued to serve or increase their CSR efforts for the local community, philanthropic contributions followed to provide a means for the CSR efforts. Although the increase in funding was not the primary reason for the increased CSR efforts, it was, however, a result of the increased CSR efforts. Being a good global corporate citizen includes "actively engaging in acts or programs to promote human welfare or goodwill" (Carroll, 1991, p. 42) and is related to philanthropic responsibility.

Partnerships

One area that was instrumental to the YMCA's success was partnerships. Every Y in every community had partnerships; as a nonprofit organization, these partnerships were important to the SR efforts each Y provided. The organization appeared to be very good at entering into partnerships that were a win-win for all involved. Throughout YMCA history, there have been different partnerships in each of the communities served. These partnerships have been with other YMCAs, other nonprofit organizations, for-

profit organizations, and the public sector. These partnerships provided a variety of things to ensure success—from funding, which is vital to the services provided, to time and skill sets that were a match for the service provided. When organizations partner together, the impact is far greater than any one of them can achieve individually.

The YMCAs studied highlighted very different partnerships and credited these partnerships to the success of their CSR efforts. Some of the partnerships highlighted by the interview participants in this study are shared in Table 4.7.

Table 4.7
Partnerships Highlighted by the Study Sites

Site	Partnerships
A	• The partnership between the West Cook Y, Y-USA, and Japan was successful because of its longevity and its ability to become a true exchange. Everyone was willing to do what was needed to make it work. Staff served as service learning coordinators, and dedicated members and families within the community were involved with raising funds, preparing for the trip, and serving as host families. All were excited for the opportunity for members of this YMCA to serve in Japan. The teens went to help the area affected by the earthquake and tsunami; they also helped a farmer rebuild his strawberry farm. • The West Cook YMCA partnered with PADS, a homeless shelter that provided meals and other services. After the YMCA changed its approach to the men's residence, PADS approached it about the Career Passport Program. This 3-month program aids men in transition who have gone through some training, have committed to staying clean and sober, and are about to get a job and a home. The YMCA gave PADS 10 rooms plus an office for this program; usually about five rooms were filled. The PADS case manager was a huge benefit for the YMCA as well. Some men have graduated out of the program and then rented a room from the Y. Because of this program and doing the right thing, this collaboration has continued to grow. • The Maywood Pool Collaboration was a partnership of great pride for this YMCA. Maywood, a primarily African-American, low socioeconomic community, approached the Y about managing its community swimming pool in 2011; the pool required so much work that it wasn't ready to open to the public until the middle of July. For 2012, the Y received a grant to provide swim lessons in this underserved community but then found out in April that the Maywood pool could not open because it did not get its state license. The Y then partnered with Triton Community College, which agreed to let the Y use its pool at no cost. The village of Maywood paid for the lifeguards at the pool and PLCCA, a community activist organization that works with kids in the summer,

Site	Partnerships
	recruited all of the children and provided transportation to Triton. The Rotary Club of Maywood gave a grant for the Y to provide additional lessons. With all of those groups working together, 254 kids received free swim and water safety lessons. "That is the kind of outreach and collaboration that will transform our Y into a socially responsible organization with diverse inclusive communities," shared one interview participant.
B	• The Cambodia Journey was a partnership that the Long Beach YMCA discussed with great pride. The trip started as a quest for staff to find out more about their home culture. They worked with the people in Cambodia, teaching them technology and production skills that the Cambodians could then use to make money, such as by videotaping weddings. The Long Beach Y helped the Cambodians become entrepreneurs and increase their income. A local funder partnered with them to make their second trip possible. They added local community librarians on this second trip as well to bring back culturally rich texts for the local community. They were very proud of what this trip had done for their local community, especially how they were better serving their local Cambodian community. • Site B had a longstanding mutually beneficial partnership with California State University Long Beach School of Social Work. The university social workers received first-hand experience providing services to the families of the Y, and the Y had access to evidence-based best practices, information, and activities. A representative from the university participated in this study and spoke positively about the partnership. • Site B also had a strong partnership with Long Beach Unified School District. Through a contract, the Y ran nine after-school programs for the district, receiving Title 1 funds. The Y had a 20-year relationship with the school district; the school valued the Y and viewed it as an equal professional partner.
C	• One partnership proudly shared in detail was their international partnership, particularly with Belize and Chile. The Belize partnership was the first of their international efforts. Numerous students, staff, and volunteers went to Belize on exchanges. They taught the Belize staff how to teach swim lessons, which they offered in a hotel pool. Through this, they taught the Belize Y a skill set that could help it increase its revenue. They also helped the Belize Y with leadership and board development and saw the impact of their effort on this YMCA and its leadership over the past 15 years. The Chile partnership resulted from Y-USA approaching them when the Chile organization was about 5 years old. For 10 years, the St. Louis Y has supported them monetarily with about $10,000 a year, which has helped the Chile Y accomplish so much. The Chile Y "works with homeless kids and very poor people. Our concept of low-income community and their concept are two different perspectives." • Their campus Y partnerships were a source of pride because site staff felt they were broadening young people's minds and helping them to become productive community members. Most of the volunteer hours organized through the campus Ys were with other organizations. The impact this Y was making in the local community was impressive.

Site	Partnerships
	• The local CSR effort this Y was most proud of was their literacy program, a very collaborative effort also involving public schools, libraries, and a hospital and relying heavily on volunteers. The program has expanded to offer services to preschoolers through adults. Different components of the program serve different populations. It targets youth and families, teaches them how to read, and stresses the importance of reading themselves and to their children. The program works with the school districts to provide tutoring for children who need help with reading. The program also provides training, tutoring, and literacy support to support adults who need assistance in gaining their GEDs; supports immigrants who want to learn English as a second language; and helps new mothers and young mothers learn the importance of reading to their children, providing books to those families so that they have books at home. From a social responsibility standpoint, the literary program has help changed the lives of so many people and can change the community.
Pilot	• This site's transportation program is a partnership with the federal government, the Indiana Department of Transportation, the Rural Affairs group, local community organizations like nursing homes, special needs providers, and school districts. Financial support comes from six different entities. The Y could not offer this program without the partnership of the other entities that have provided both money and effort.

Summary

This chapter has presented the qualitative research findings for the multisite case study conducted at three locations. Table 4.8 summarizes those findings—which were consistent among all three sites studied—in the context of the two research questions. In response to the first research question, the data confirmed that the artifacts, espoused values, and basic assumptions that made up the organizational culture impacted the CSR efforts, and the CSR efforts in turn impacted the organizational culture. The relationship between organizational culture and CSR efforts was reciprocal, with both benefiting and impacting the other. CSR efforts included global and local efforts to benefit the global society, and leadership was instrumental to both organizational culture and CSR efforts.

Table 4.8
Summary of Findings

Research question	Findings
1. What effects do the CSR efforts have on the organizational culture at each site, including its artifacts, espoused values, and basic assumptions? In turn, what impact does the organizational culture have on CSR efforts?	1. 100% of the interview participants confirmed that their organization's CSR efforts impacted their organizational artifacts, espoused values, and basic assumptions. 2. 100% of the interview participants confirmed that the impact was reciprocal and that the organizational artifacts, espoused valued, and basic assumptions impacted their CSR efforts. 3. 100% of the interview participants confirmed that their global CSR efforts, including both global and local efforts, had a huge impact on their organizational culture. 4. All three sites saw their world service efforts as a part of their mission, vision, and organizational culture. 5. All three sites indicated a mutual respect between senior leadership and staff. This mutual respect added significantly to the organizational culture in creating an attitude of continuously striving to increase CSR efforts.
2. How do the three locations operationalize their CSR efforts to meet the organizational needs?	1. All three sites implemented and expanded CSR efforts that allowed them to better serve their local community; all three sites' efforts were unique to their local community needs. 2. All three sites participated in CSR efforts internationally that also enabled them to better serve their local community; their international efforts helped them be more inclusive locally as well as globally. 3. All three sites included CSR efforts in their strategic plan.
A. What processes were used to implement or expand CSR efforts at the sites?	1. All three sites encouraged the initiation of CSR efforts at all levels of the organization; staff, volunteers, and members were encouraged to share ideas on CSR efforts. 2. All three sites raised dollars and awareness in their community to help fund their CSR efforts. 3. All three sites partnered with organizations that enabled them to increase their CSR efforts and better serve their community. 4. All three sites included their senior leadership and policy volunteers in the implementation of CSR efforts throughout the organization.
B. What changes evolved through the implementation process?	1. All three sites were recognized as a Global Center of Excellence; the national organization changed how it looks at global efforts to include global and local efforts that benefit the global society. 2. All three sites utilized their global efforts as a means to better serve their local community. 3. All three sites adapted their CSR efforts to meet the changing needs of the community. 4. All three sites had a diversity and inclusion committee and an international committee to ensure CSR efforts were a priority and were evaluated and adapted as needed to continue to serve the community and meet organizational needs.

In response to the second question on how the sites operationalized their CSR efforts to meet organizational needs, the data confirmed that SR efforts were included in the sites' strategic plans. Nevertheless, serving their local communities remained their top priority. In terms of processes to implement or expand CSR efforts, all three sites encouraged ideas from any level in the organization, engaged in fundraising to have funding for their SR efforts, and partnered with for-profit, nonprofit, and public organizations to fulfill their organization's CSR efforts. In terms of an evolution in the implementation process, the data showed that the national organization adapted its view of global SR efforts and introduced the GCE recognition—a recognition now given to 20 of 2600 YMCAs in the country, including the three study sites. All three YMCAs adapted their CSR efforts as the needs of their community changed, and all three continued to keep their local community as their top priority while broadening their impact globally.

Chapter 5 discusses the conclusions and implications drawn from these findings as they relate to the literature and the study's conceptual framework.

CHAPTER 5:

CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

This multisite case study addressed corporate social responsibility (CSR) efforts at three different sites of the YMCA, a global nonprofit organization. It examined the research question: *What effects do the CSR efforts have on the organizational culture at each site, including its artifacts, espoused values, and basic assumptions? In turn, what impact does the organizational culture have on CSR efforts?* There was a related subsequent question: *How do the three locations, which are part of a global nonprofit organization, operationalize their CSR efforts to meet the organizational needs?*

The research was guided by a conceptual framework that suggested a reciprocal relationship between the organizational culture and the organization's CSR efforts. Schein's (1992) and Hatch's (1993) work on organizational culture combined with work from Siegel (2009) and Crane et al. (2008) on CSR provided the foundation for the study. Carney's ladder of analytical abstraction helped to identify the five additional components that impacted the organizational culture and the CSR efforts: namely, impact, implementation, leadership, organizational needs, and partnerships. These areas provide a systematic approach to expanding CSR efforts and generate questions for additional research.

As suggested in the framework, the study confirmed a relationship between the organizational culture and the CSR efforts, with both greatly impacting the other. It was also determined that the organizational culture and CSR efforts were impacted by the national organization for the sites studied. Recent changes to the national efforts greatly impacted the organizational culture and CSR efforts of the three sites studied.

This chapter discusses the findings and presents conclusions in relation to the literature review presented in chapter 2. It then discusses the study's contribution to theory and presents recommendations for practice and further research.

Discussion

Organizational Culture

Schein (1996) stated that "the inattention to social systems in organizations has led researchers to underestimate the importance of culture—shared norms, values, and assumptions—in how the organization functions" (p. 229). He also commented that in this evolution, we have gained important concepts but have not yet understood the impact of culture. The study included an extensive review of the culture of three different sites, including a review of their shared norms, values, and assumptions. It was apparent that the culture of each location was very different from the next; there were differences in how each site operated and in their signature CSR programs. The similarities in the organizational culture at each site were primarily related to elements that fell under the umbrella of the national organization. All three sites strived to serve their local communities first and did so through local and international CSR efforts. All three sites were guided by Y-USA as well as recognized as a Global Center of Excellence (GCE) by the national organization. The similarities were evident throughout the three sites, but each site acted on these similarities differently.

CSR

For this study, CSR was defined as corporate actions that further social good beyond the interests of the firm and beyond requirements of the law (McWilliams &

Siegel, 2000). Schwartz and Carroll (2003) described CSR efforts as a three-domain approach, with ethical, legal, and economic components. Economic benefit to the organization may result from CSR efforts but should not be the motive for CSR efforts; it is important that CSR efforts are society focused (Siegel, 2009; Kaufmann et al., 2009). This study examined CSR efforts that focused on cause contribution, efforts that went beyond what was legally required to benefit humankind as a whole. The CSR efforts each of the sites participated in were not legally required nor were they required by the national organization. There was an expectation from the national organization that social responsibility would be addressed by each YMCA; however, how the sites carried out these efforts was unique and based on how they served their local communities. The three sites studied were recommended by the national organization specifically because they were recognized as a GCE. The sites were true to their organizational and community culture and selected CSR efforts based on their culture.

The three sites studied were purposefully involved in CSR efforts that impacted society and also decreased the gap of inequality that exists locally and globally. In addition to their unique CSR efforts, there were similarities among the Ys that helped to decrease the gap of inequality. All three sites provided membership assistance to those who needed it and raised funds to ensure that those who wanted to be involved in the Y could and that money was not a reason to keep someone away. All three sites went to extensive measures to be as inclusive toward others as they could be. This was a CSR effort that was consistent among all Ys throughout the country, as this is a component of the national organizational culture. However, how each Y carried it out and to what extent was up to each individual site.

Conclusions

This exploratory study yielded seven major conclusions, as summarized in Table 5.1.

Table 5.1
Conclusions

No.	Conclusion
1	The organization's CSR efforts impact its organizational culture, including artifacts, espoused values, and basic assumptions.
2	The impact is reciprocal, as the organizational culture also impacts CSR efforts.
3	CSR efforts reflect the needs of society and adapt to meet changing societal needs to balance the organization's internal culture and external image.
4	Senior leadership and policy volunteers are instrumental to the implementation of CSR efforts throughout the organization as well as to the organizational culture.
5	Partnering with other entities increases an organization's CSR efforts and results in better serving its community and organizational needs.
6	CSR processes increase awareness and impact to promote goodwill locally and globally.
7	CSR efforts need to be included in the organization's strategic plan and align with the mission and vision of the organization.

Conclusion 1

The organization's CSR efforts impact its organizational culture, including artifacts, espoused values, and basic assumptions.

In this study, there were artifacts, espoused values, and basic assumptions that were consistent between each of the three sites, many of which originated with the national organization; however, there were also artifacts, espoused values, and basic assumptions that were unique to each site. Site A had a unique CSR effort in serving its residents and providing transitional housing for men. This CSR effort greatly impacted the organizational culture of Site A; there was also a positive change in how the organization treated these men over the past few years, which significantly impacted the

organizational culture as well. Site A also had an exchange trip with Japan as a part of its CSR effort. Its partnership with Japan impacted its artifacts, espoused values, and basic assumptions; it impacted the young leaders club by increasing its CSR efforts. It also helped the staff increase their connections with their diverse community, and they actively sought ways to include their membership as a whole in the international experience. Site A's artifacts included welcoming signs in different languages throughout the building; these artifacts were unique to this site.

Among the unique artifacts, espoused values, and basic assumptions at Site B, the most obvious was technology and the production company, Change Agent Productions. Change Agent Productions was a CSR effort that created an organizational culture that was very technology oriented; this site was very modern and consistently looked for ways to develop a new skill set in the families they served. They specifically looked for ways to develop skills that would provide entrepreneurial opportunities for the families. Site B provided CSR efforts in the community around college advice, admissions, and financial aid. Additionally, Site B had a strong partnership with the University of Southern California Long Beach. As a result of its partnership with the university and the site's focus on education, Site B had an organizational culture that was very academically driven. Site B's CSR efforts related to Cambodia had greatly impacted its local community as well as its organizational culture. Its international efforts had increased awareness and made them experts in their field. Although only a handful of people actually went on the trip, the trip impacted and permeated every aspect of the organization. A unique value that came through Site B was what interviewees referred to

as their beehive mentality. This espoused value was evident through all interviews at this site but was not present at the other two sites studied.

The artifacts, values, and basic assumptions that were unique to Site C included its coffee club, with photos and coffee cups hanging in the lobby, its inclusive literacy program, and its extensive international partnerships. Its CSR effort to be more inclusive, primarily engaging the older clientele, resulted in the coffee club, which greatly impacted the site's artifacts, values, and assumptions. This was very unique to Site C. Another unique aspect that impacted Site C's culture was its resident camps; in striving to be as inclusive as possible, they made significant investments in their camp renovations. This was a source of pride for the organization and impacted their culture organization-wide. Site C's extensive international partnerships also impacted every aspect of its organizational culture, through its artifacts, values, and assumptions. As an organization, it emphasized fundraising, which included challenging fundraising goals. The organizational culture included an awareness that additional funds raised directly related to the organization's ability to provide or increase its CSR efforts. Fundraising for these efforts was so much a part of the organizational culture that the fundraising goals were included in employees' performance goals. There was also a basic assumption that organization-wide efforts would have the participation of each of the local branches. Site C also provided an extensive literacy program organization-wide; this program impacted every aspect of the organizational culture, from programming to finance, from front-line staff to leadership, as well as from each of their branches to the community, including businesses and volunteers. This was one of Site C's core programs, and it permeated the

entire organization, greatly impacting the artifacts, values, and assumptions of its organizational culture.

Values within the organization can be espoused or enacted. Espoused values are what senior management or company publications say the values are; enacted values are what the employees infer the values to be. Every organization has espoused and enacted values, and the more similar the two are, the better it is for the organization. Corporate values and vision may drive employee behavior, provided espoused and enacted values align. In all three sites, it was found that the enacted and espoused values were overwhelmingly consistent around their CSR efforts.

Schein also noted the need for a shared belief system in integrating the various components of the social system. Subcultures are present within the organization, and they can be identified under various scenarios, including "what goes on when organizations attempt to improve their operations in response to new data from the economic, political and technological environment" (Schein, 1992, p. 236). Site A had a shared belief that centered on its residents; this shared belief was a purposeful change in how the organization acted toward the residents over the past 3 years. An example of a subculture at Site A was its young emergent group; the site strived to include this group and to develop the group members. An example of a subculture at Site B related to Cambodia as a result of its extensive work in Cambodia and with the local Cambodian population. Another example of a subculture related to the site's after-school work; it worked extensively with Southern California Long Beach University to create programs such as the Youth Institute. The Youth Institute had its own culture among participants, alumni, and staff; efforts were also made to keep students involved throughout different

phases of their life and to create meaningful ways to connect with the alumni and provide opportunities for past participants to give back and stay connected to the program. Site C had a subculture that was very focused on international efforts, social responsibility efforts, and finances. Staff at this site continuously raised funds to provide extensive social responsibility efforts. Site C had an association office that added an additional subculture unique to that site.

Schein (1992) discussed internal integration and external adaptation as two patterns impacting culture. Organizational theory distinguishes two problems that all groups deal with: (1) survival, growth, and adaptation in their environment and (2) internal integration that permits daily functioning and the ability to adapt (Schein, 1992). Increased social responsibility efforts resulted from adaptation to the environment and the need to address the gap of inequality. According to Kaufmann et al. (2009), social and environmental conditions in developing countries and the widening gap of inequality represent a global crisis. Desperate measures and major change are required to prevent inequality from increasing. All three sites were progressive and aggressive, as well as adaptable and flexible, in their CSR efforts to serve their local community. Each site's efforts were unique but true to local community needs. All three sites emphasized developing their young people to become global citizens. They also included global CSR efforts as a way to contribute to society, both globally and locally. Finally, all three sites utilized their board in their CSR efforts; they also had a diversity and inclusion committee as well as a young leaders group to ensure their global and local CSR efforts aligned with their strategic plan.

Global CSR efforts, including both international and local efforts, significantly impacted the organizational culture at all three sites. All three sites considered their world service efforts as a part of their mission, vision, and organizational culture; all three sites were very active in world service efforts of the national organization and raised money specifically for world service.

Conclusion 2

The impact is reciprocal, as the organizational culture also impacts CSR efforts. Several examples show how organizational culture affected the sites' CSR efforts:

- *Site A.* Site A's organizational culture impacted the welcoming of the incoming Japanese visitors and eventually led to an outbound exchange trip. The culture also influenced the site's inclusion of all staff and members through its communication and volunteer efforts for these exchanges, including preparation and fundraising.
- *Site B.* The organizational culture reflected the staff, many of whom were Cambodian. Some of these staff members were confused about what being Cambodian meant; they were curious and wanted to help the local Cambodian people. As a result, staff came up with the idea to target Cambodia as a part of their social responsibility efforts, which in turn resulted in their first trip. Site B now did extensive work with the Cambodian community, both abroad and locally, and was viewed as an expert on Cambodia. In addition, staff who were once shameful about being Cambodian became proud of their heritage.
- *Site C.* Site C's organizational culture included very traditional programming and the desire to be inclusive, which were reflected in their coffee club and extensive

literacy program. Site C also had a very large, diverse staff that represented many ethnic cultures, which benefited their many international partnerships.

The influence of organizational culture on CSR was also seen at the larger organizational level. Throughout its history, the YMCA has become synonymous with social responsibility efforts, so much so that the national organization changed its branding efforts to include social responsibility in its tag line: For Youth Development, For Healthy Living, and For Social Responsibility. Through its rebranding efforts, the YMCA adapted its efforts to include not only international work but also local efforts to develop global citizens and impact the global society. This shift in how the national organization viewed its global efforts impacted the three sites studied. All three sites expanded their global efforts to directly impact their local communities.

Conclusion 3

CSR efforts reflect the needs of society and adapt to meet changing societal needs to balance the organization's internal culture and external image.

To address the artifacts, espoused values, and basic assumptions, Schein discussed external adaptation and internal integration. Components of internal integration include the common language and conceptual system. Group boundaries may exist related to the allocation of structure, power, and authority within the organization. Schein (1992) noted the need for a shared belief system in integrating the various components of the social system. Subcultures are present within the organization, and they can be identified under various scenarios (Schein, 1992). Society faces many major challenges, and companies must behave so as to help address these challenges.

Addressing global issues can be good both for the corporation and for society at a time of increasing globalization (Schwab, 2008). However, since the 1990s and even earlier, the concept has expanded from its traditional meaning, and the language of corporate citizenship has frequently been used as equivalent to CSR (Wood & Logsdon, 2002). Organizational theory distinguishes two problems that all groups deal with: (1) survival, growth, and adaptation in their environment and (2) internal integration that permits daily functioning and the ability to adapt (Schein, 1992). Siegel (2009) argued that organizations should not engage in CSR for "moral" reasons or in response to societal pressure alone, but rather in response to a legitimate demand from groups (e.g., consumers) that can directly benefit the firm. CSR efforts should reflect the needs of society and adapt to meet changing societal needs. All three sites studied had CSR efforts that met their local community needs; their organizational culture represented their local community as well.

Culture, conceived as shared key values and beliefs, fulfills two important functions. First, it conveys a sense of identity for organizational members (Deal & Kennedy, 1982). Second, it facilitates the generation of commitment to something larger than the self (Siehl & Martin, 1990). Ravasi and Schultz (2006) acknowledged that construed external images, organizational culture, and desired external images shape organizational identity. The external stimuli influence the internal sensemaking and vice versa, and the interaction between external stimuli and internal sensemaking and sensegiving processes drives organizational dynamics. Familiar manifestations of a shared culture provide members with a starting point for making sense of their organizational identity (Ravasi & Schultz, 2006).

Organizational identity reflects the organizational culture processes (Hatch, 1993). Hatch and Schultz shared the importance of balancing internal culture and external image. A loss of culture occurs when an organization mirrors its external image without maintaining the internal culture (Warner, 2011). Organizational images are projected outward and absorbed back into the cultural system, taken as cultural artifacts, and used symbolically to infer identity; who we are is reflected in what we are doing and how others interpret who we are and what we are doing (Hatch, 1993). Hatch (1993) explained that identity involves how we define and experience ourselves, which influences our actions, beliefs, and cultural values (Hatch & Schultz, 1997). Hatch and Schultz (1997) argued that the relationships between culture, image, and identity form a circular process involving mutual interdependence, as illustrated in Figure 5.1. The three sites studied understood the importance of balancing their internal culture and external image. They excelled at balancing the two to create their organizational identity.

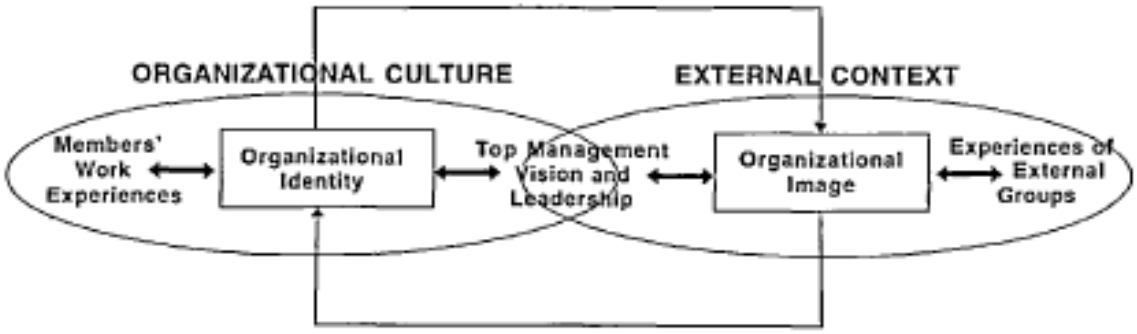

Figure 5.1. Hatch and Schultz's organizational identity model, describing the internal and external influences on organizational culture, identity, and image.

Social responsibility efforts affect both the internal and external identity of the organization. CSR practices provide a shared culture with meaning; they also help to

shape and strengthen the company's identity. Social responsibility efforts affect the organization's basic assumptions on how it operates; they become an accepted part of the organization's environment and history and help to guide the decision-making process.

All three sites in this study confirmed that their social responsibility efforts affected both their internal and external identity. The sites were identified externally by some of the consistent branding of the national organization; additionally, their identity in their community was strengthened by their local social responsibility efforts. This piece of their identity enabled them to identify with their external community in slightly different ways. Site A had a strong internal and external identity that centered on its residents and on purposefully inclusive efforts that enabled it to successfully serve its very segregated community's service area. Site B's internal and external identity centered on services to Cambodians, which greatly impacted its local service area, as well as its after-school and production services, which enabled them to provide a variety of entrepreneur opportunities to their local service area. Site C's internal and external identity were greatly impacted by its traditional history, its extensive literacy program, and its very strong international focus and partnerships. Site C was very good at including all segments of its very large service area; an example of this was its extensive efforts to serve people of all abilities.

The three sites studied implemented and expanded CSR efforts that allowed them to better serve their local community; all three sites' efforts were unique to their local community needs. The three sites participated in CSR efforts internationally that also enabled them to better serve their local community; their international efforts helped them to be a more inclusive organization locally as well as globally. All three sites

demonstrated their strong ability to balance their internal and external identity. They used their organizational identity to better serve their local community, meeting the needs of their society locally.

The three sites' organizational identity included being recognized as a GCE. As a result of this designation, each of the three sites changed its view of globalization efforts. This shift was noticed at each of the sites and was shared through the interviews. For some, this shift came a little easier than for others; at all three sites this shift in globalization efforts was intentional. The sites adapted their CSR efforts as a result of the shift in the national organization's perception of global efforts to include global and local efforts that benefit the global society.

The entire GCE recognition was new as well. At the time of the study, only 20 Ys in the country were recognized as a GCE. As more Ys strive to earn this recognition while continuing to serve their local community, the organization will have an even greater impact on CSR efforts. Through being recognized as a GCE, the three sites evolved and became more focused on incorporating global efforts as a means of better serving the local community, rather than seeing their global efforts as their international work.

Conclusion 4

Senior leadership and policy volunteers are instrumental to the implementation of CSR efforts throughout the organization as well as to the organizational culture.

Schein (2004) noted that managers both need to and desire to build the right kind of culture. According to Schein,

> Culture and leadership are two sides of the same coin and neither can be understood by itself. The only thing of real importance of leaders is to create and manage culture and . . . the unique talent of leaders is their ability to understand and work with culture. (2004, p. 677)

Culture is the result of a complex group learning process that is partially influenced by leader behavior. It is in this sense that leadership and culture are conceptually intertwined. It was apparent at each of the sites studied that leadership and culture were intertwined and that the leadership greatly impacted the organizational culture, often defining it. This study identified leadership as senior leaders and board volunteers from each site. The leadership at each of the three sites defined the culture for the others to follow. Key words at each site resonated through the leader interview as well as the staff interviews.

For example, Site A spoke freely about how the Y was not a facility but a cause-driven organization; the building was simply a vehicle to provide or carry out the CSR efforts. This language was shared through several of the interviews. It was clear the leadership was setting the tone for the type of culture they wanted.

Site B leadership spoke about the beehive mentality, and every interviewee at this site included the beehive mentality in their description of their organizational culture. Site B also had a culture of purposefully retaining their participants through different phases of their lives and encouraging them to give back to the program and the organization. This was a purposeful intention of the organization's leader; it was acted on by the staff and instilled throughout the culture and their everyday actions. Participants appeared to be aware of the expectation to continue with the organization and to give back, often becoming staff in the various programs.

Site C's leader spoke about the site's long traditional history; this was obviously a part of the organization's culture, as the interviewees shared the long history of this organization as well. It was something that they appeared to take great pride in. Another component that they were proud of was their extensive inclusion efforts. Many commented how every community member was touched by this organization in one way or another. That was clearly a belief in this organization's culture, and staff acted accordingly. Another very strong aspect of this organization's culture set by the leadership was the robust fundraising efforts. An expectation was set by the leader through performance goals to ensure fundraising efforts were achieved. There was a complete understanding throughout the organization of the need to fundraise to ensure resources were available to provide their extensive social responsibility efforts. Their fundraising goals and the CSR efforts completed as a result of the funds raised were shared by all interviewees.

There were overarching similarities between the three sites' cultures, but how they manifested the culture was unique. Ravasi and Schultz (2006) acknowledged that organizational leadership plays a vital role in creating, cultivating, and maintaining organizational identity. In all three sites, the tone of the culture and the choice of CSR efforts were set by the organization's leadership, which included senior leaders and board volunteers from each site. Despite different characteristics of leadership at the sites, staff and volunteers at all three sites had a great respect for their senior leadership, and senior leadership had a mutual respect for the staff. Leadership greatly impacts both the organizational culture and the CSR efforts of an organization by recognizing the value of CSR for the organization, as it can positively affect reputation, employee pride, resource

consumption, relationships with authorities, internal cooperation, and the reliability and flexibility of suppliers (Kaufmann et al., 2009).

Another aspect the organization's leadership strived to create at each of the sites was a sense of openness. Staff felt senior leadership and volunteers were approachable and they felt comfortable sharing ideas that were important to them. Leadership at each of the three sites made staff feel valued and encouraged the introduction of CSR efforts from any level within the organization. Some of the organization's CSR efforts were introduced by the leadership and spread throughout the organization, while others were introduced by the staff and were brought up through the organization to implement. The board volunteers were involved in both initiating CSR efforts as well as being a pass-through for CSR efforts to be brought by staff. The leadership and board volunteers were instrumental in putting their blessing on the direction of the CSR efforts and in helping to permeate the social responsibility efforts throughout the organization. All three sites had a diversity and inclusion committee as well as an international committee that was influential in CSR efforts.

When corporate leaders fail to be good stewards of the resources and privileges placed in their keeping, then the underpinnings of society are threatened. Because nonprofit corporations are on the front lines of meeting some of society's most pressing needs and are outside the market scrutiny of publicly traded firms, good governance is particularly important for them (Berman, 1998). Good governance, however, cannot be legislated or enforced through regulations and rules. It will happen only when an organization's stakeholders demand it and when boards of directors adopt it as part of the organization's values and standard practices—that is, its culture. The three sites involved

had strong board governance and volunteer involvement. The interviewees included a policy volunteer from each site. These policy volunteers were very proud of the organization's efforts and very supportive of the organization's global CSR efforts and the impact they, as an organization, were having on society.

Conclusion 5

Partnering with other entities increases an organization's CSR efforts and results in better serving its community and organizational needs.

Joint efforts between businesses and not-for-profits in the context of CSR are on the rise (Arya & Salk, 2006). In the context of rising social consciousness and activism and the emergence of new expectations, business executives are more inclined to broaden the basis of their focus to include long-term socioenvironmental impacts and value added (Hardjono & van Marrewijk, 2001). The nonprofit organization serves in the activism role, and the for-profit organization can provide resources or access to resources. Perhaps because of the type of the organization studied and the emphasis the national organization placed on social responsibility, it was clear that the sites studied served in the activism role and ensured the resources were available to conduct the organization's CSR efforts. All three sites had successful cross-sector partnerships that served as an integral part of their organization and contributed to the organization's success.

In the past 20 to 30 years, the idea that companies can do well by doing good has caught the attention of executives, business academics, and public officials. Leading international institutions have to create a partnership between the private sector, governments, and civil society. According to the "do well by doing good" proposition, firms have a responsibility to achieve larger social good and can do so without a financial

sacrifice (Karnani, 2011b). The three sites studied have excelled at partnerships between the private sector, governments, and civil society. They believe they have a responsibility to achieve larger social good and have acted accordingly without it being a financial sacrifice to their organization. All three sites raised additional funds for their CSR efforts.

By collaborating with nonprofit organizations on CSR efforts, businesses have the ability to benefit their organization and society as a whole. Partnerships can also help make resources available to the participating organizations. When partnerships occur, the benefits to all are heightened. The partnerships formed are important to the organization, but the relationship qualifies as important if it fits the major strategic objectives of partners. "If it fits the major strategic objectives of the organizations, they will want to make it work" (Lichtenstein et al., 2004, p. 16).

As shared in chapter 4, each of the three sites studied had strong and unique partnerships and relied on their partnerships to perform their CSR efforts. Site A partnered with many organizations that served the homeless in line with its service to its residents; Site A also relied heavily on partnerships to successfully serve the Maywood community, a predominantly low-income, African American community. Further, Site A partnered with the Japan YMCA to provide international exchanges for members and program participants. Site B relied on the partnership with Southern California University Long Beach to provide evidence-based programs to serve their very low-income community; it had an extensive partnership with the local school district to provide its after-school program—work that had gained it national recognition; and it partnered with Cambodian organizations to provide its globalization efforts both internationally and globally. Site C partnered with many organizations to provide its extensive literacy

program. Additional partnerships related to Site C's day care program for adults with disabilities, a unique CSR effort this Y provided to the community. Site C had several international partners relating to its international efforts, some of which were involved with operations and some of which were monetary partnerships only. Site C had a long history of providing international efforts in many countries, which greatly impacted its services and organizational culture. Site C's international efforts helped to strengthen its local partnerships and to make it more inclusive for local community members.

Developing and sustaining partnerships is a complex and dynamic process, especially when the parties come from different sectors and have different cultures and philosophies (Jamali & Keshishian, 2009). The complexity of the partnerships was evident at all three sites; the data of the study confirmed the density of the partnerships that involved different sectors and different cultures. These dynamic partnerships helped to ensure the organization's CSR efforts were successful in meeting community needs. Partnership success and project completion are obviously more critical and thus important to the mission of the nonprofit partner, with greater strategic value accorded to the partnership accordingly (Jamali & Keshishian, 2009).

Conclusion 6

CSR processes increase awareness and impact to promote goodwill locally and globally.

All three sites included in this study evolved and adapted their CSR efforts to provide stronger services and to increase their community impact. All three sites had a diversity and inclusion committee and an international committee to ensure social responsibility efforts were a priority for the organization and were evaluated and adapted

as needed to continue to serve the community and align with organizational priorities. The three sites carefully chose CSR efforts that were in alignment with local community needs. The international CSR efforts they provided also enabled them to increase services to their local community, and they were intentional about ensuring their international efforts helped them to be more inclusive locally as well as globally. They had processes in place for CSR efforts to be initiated and implemented and to permeate the organization. These processes involved board members, staff, and volunteers in an open environment, where efforts could be initiated at any level in the organization.

Although all three sites took organizational-wide actions to address CSR efforts, Site A exemplified this in its efforts to treat its residents differently. This organization-wide approach involved board members, staff, members, and partners to make residents feel more included. In addition to decreasing the gap of inequality for these men, this purposeful approach benefited the organization as a whole, particularly with its community partnerships, because the community saw it was doing the right thing. This is also an example of how internal identity impacted external identity. Site B addressed the gap of inequality by being very intentional in providing opportunities for its participants to improve their environment and acquire a new skill set that would prepare them for better opportunities; Site B was also very intentional in targeting the entire family and helping the family as a whole overcome the barriers of poverty. Site C responded to the gap of inequality by extensively renovating its resident camp to ensure children of all abilities were able to participate. Its extensive literacy program helped community members overcome the barriers of poverty and helped to decrease the gap of inequality.

Several best practices in CSR have been recognized, categorized into six types of social initiatives: (1) cause promotion, increasing awareness and concern for social causes; (2) cause-related marketing, contributing to causes based on sales; (3) corporate social marketing, implementing behavior change initiatives; (4) corporate philanthropy, contributing directly to causes; (5) community volunteering, encouraging employees to donate their time and talents in the community; and (6) socially responsible business practices, engaging in discretionary practices. The national YMCA organization has applied many of these best practices. It has put great emphasis on cause promotion and awareness and cause-related marketing by changing its tagline to include "For Social Responsibility"; in this way, it is increasing awareness nationally that social responsibility is one of the organization's primary pillars. The organization has always emphasized social responsibility; however, it has rebranded to increase its cause promotion efforts. Corporate social marketing and behavior change initiatives were also evident in the YMCA. The national organization changed how it viewed global efforts. Previously, the organization's global efforts worked primarily with international efforts; now, the organization's global efforts include serving the local community to impact the global society.

Conclusion 7

CSR efforts need to be included in the organization's strategic plan and align with the mission and vision of the organization.

CSR has the potential to become a service strategy designed to sustain a competitive advantage for nonprofits and other organizations as well (Khandelwal & Mohendra, 2010). Companies need to be explicit about what their CSR approach is and

why this approach is appropriate for them. The data collected through this study confirmed this statement. The CSR efforts of the sites studied were definitely not "one-size-fits-all"; they were unique to each of the three sites and true to the needs of their local communities. It is a safe assumption that if any of the sites' CSR efforts were carried out at one of the other sites, they would not have the same successful outcomes. The three sites' CSR efforts were successful because they were aligned to meet their local community needs.

The data showed a strong sense of purpose and mission in the organization. The values and mission statement in the organization reflected a strong commitment for all; inclusion was held in high regard by the study participants. The influence of mission on the balancing between community needs and organizational needs was evident at all three sites. It is a significant finding in this study that an organization's mission impacts its organizational culture and its CSR efforts. All three sites studied kept the mission as their focal point in deciding what CSR efforts to pursue.

The strongly shared belief in the mission serves as a basis for the organization's ability to execute and survive. In this study, the mission of the organization provided both a sense of direction and pride among the organizational leadership, staff, and volunteers. Belief in the organization and its mission provided a strong organizational collective identity and ensured its capability to achieve and succeed. The strong mission and collective identity were critical elements to the successful CSR efforts.

The organization's vision is just as important as the mission. All three sites had a similar overarching vision—serving their local community—but specifics for acting on the vision differed. All sites viewed their world service efforts as a part of their mission,

vision, and organizational culture. Social responsibility is an important component of many organizational visions and should be included in every organization's strategic goals (Kaufmann et al., 2009).

As corporate activity extends across the world, organizations have to respond accordingly. Siegel (2009) argued that organizations should not engage in CSR for "moral" reasons or in response to societal pressure alone, but rather in response to a legitimate demand from groups (e.g., consumers) that can directly benefit the firm. The three sites studied looked at the services they could provide that were important to their culture and mission while focusing on serving local community needs. Further, Siegel argued that social responsibility management practices should be implemented only if the organization is profitable. In all three sites, the CSR efforts helped to increase funding, either through contributions or grants. Site A was able to raise funds through a collaborate partnership, Site B turned one of its social responsibility efforts into a revenue entity for their organization, and Site C raised large amounts of money specifically for its extensive CSR efforts.

More organizations today are participating in social development practices. A substantial amount of research has analyzed whether there is a positive association between the firm's financial performance and its environmental or social performance. In their review of the literature, Kaufmann et al. (2009) found that groups engaged in social and environmental sustainability were also the most profitable. In all three sites studied, there was a direct correlation between the organization's financial performance and its social performance. Their CSR efforts increased their ability to increase funds. Since the organization studied was a nonprofit organization, increased funding not only benefited

specific CSR efforts but also enabled them to increase their CSR efforts in ways that ensured they were giving back and benefiting the community to the fullest.

According to Y-USA, too often, YMCAs remain hidden among other not-for-profits in their communities. International programs and partnerships raise the profile of the YMCA's charitable status, highlight the YMCA mission, and increase the movement's recognition as a global grassroots organization committed to improving the lives of children, adults, and families worldwide. A YMCA that promotes the global reach of the YMCA movement increases its visibility in its community as a not-for-profit leader and charity of choice.

Contribution to Theory

The data largely confirmed the relationships outlined in the conceptual framework, as shown in Figure 5.2. The relationship between organizational culture and the organization's CSR efforts was confirmed, with both greatly impacting the other. Cultural elements of artifacts and behaviors, norms and values, and basic assumptions were observed at each site to confirm the relationship between the two as well as to determine how CSR efforts were implemented. The organization's CSR efforts greatly impacted the micro, meso, and macro levels of the organization. The organization's culture also impacted all components of the CSR efforts. Participants who were directly involved in the CSR efforts sought ways to continue or increase their personal involvement in the organization's CSR efforts. This study also identified that additional variables significantly impacted both the organizational culture and the CSR efforts, including leadership, processes, organizational needs, and partnerships. The

organizational culture and the CSR efforts of the three sites studied were greatly influenced by these additional attributes.

Figure 5.2. Conceptual framework: Corporate social responsibility in a global nonprofit organization, including its use of leadership, processes, organizational needs, and partnerships and the relationship with organizational culture.

Implications and Recommendations

This section discusses two implications for practice and one for policy for suggested for CEOs, boards of directors, and organizations, as well as five recommendations for research (Table 5.2) based on the knowledge gained from this study and the relevant literature used in developing the conceptual framework.

Table 5.2
Study Implications and Recommendations

No.	Implication/recommendation
Implication for practice	
1	Organizations should focus on their local community needs, through local and international CSR efforts, to significantly impact their organizational culture.
2	Organizations should partner with cross-sector organizations, locally and globally, to strengthen CSR efforts.
Implication for policy	
1	Organizations should include their CSR efforts in their strategic plan and ensure the efforts align with their mission and values.
Recommendation for research	
1	Further research should be conducted on the reciprocal impact between global CSR efforts and the organizational culture.
2	Further research should be conducted on implementation of the different types of CSR efforts.
3	Further research should be conducted on the role of leadership in creating an organizational culture supportive of global CSR efforts.
4	Further research should be conducted on the impact of cross-sector partnerships on the nonprofit sector as well as society as a whole.
5	Further research should be conducted on the relationship between organizational culture and organizational identity.

Implications for Practice

1. Organizations should focus on their local community needs, through local and international CSR efforts, to significantly impact their organizational culture. Identifying community needs is important both domestically and abroad. Determining local community needs and incorporating a CSR effort to meet those needs will have the greatest impact. Nonprofit organizations are instrumental in facilitating a better understanding of needs, both in the local and global communities. Nonprofit organizations can serve as the link to ensure that organizations are meeting a societal need. As corporate activity extends across the world, organizations have to respond accordingly. Each of the three sites studied demonstrated how they extended across the world to meet their community needs as well as their organizational needs. Each of the

three sites included their social responsibility efforts in their organizational visions and strategic goals. The national rebranding highlighted the importance of their social responsibility efforts by including it in the organization's tagline.

2. Organizations should partner with cross-sector organizations, locally and globally, to strengthen CSR efforts. Partnerships are instrumental in the success of CSR efforts. Partnering with other private organizations, public organizations, and nongovernmental organizations, locally and internationally, increases CSR efforts and enables the organization to better serve the community. Partnering should be considered a mutual opportunity, with a focus on identifying common goals, delineating relationships, negotiating expectations, and undertaking mutual learning and engagement. A minimalist partnership will deliver minimalist outcomes and solutions (Jamali & Keshishian, 2009). In recent years, nongovernmental organizations have been more attuned to CSR and more willing to collaborate with businesses rather than pursuing an adversarial style (Conley & Williams, 2005). Nonprofit organizations believe that alliances increase their visibility and reach, while also adding to their bottom line and furthering their mission (Daw, 2006).

Implications for Policy

1. Organizations should include their CSR efforts in their strategic plan and ensure the efforts align with their mission and values. CSR has the potential to become a service strategy designed to sustain a competitive advantage for nonprofits and other organizations as well. One may even go as far as stating that CSR should be reconceptualized as a corporate social necessity. CSR can no longer be seen as a "one-size-fits-all" approach; companies need to be explicit about what their CSR approach is

and why that approach is appropriate for them (Khandelwal & Moheendra, 2010). "Companies ought to invest in CSR as part of their business strategy to become more competitive" (Khandelwal & Moheendra, 2010, p. 32). CSR efforts should align with the mission and vision of the organization and should be included in the organization's strategic plan.

Recommendations for Further Research

Based on results of this study, five areas of research may warrant further study, related to organizational culture and its impact, implementation of CSR, senior leadership, partnerships, and organizational identity.

1. Further research should be conducted on the reciprocal impact between global CSR efforts and organizational culture. One of the key findings of the study was that there was a reciprocal impact between global CSR efforts and organizational culture. A study further examining the relationship between organizational culture and global CSR efforts would add to the literature by illustrating a positive correlation between cause and effect.

2. Further research should be conducted on implementation of the different types of CSR efforts. A study on implementation of the variety of global CSR efforts would add significantly to existing literature. CSR is not "one-size-fits-all" but instead involves a number of different types of activities and options. Further research on the different types of efforts could lead to a better understanding of CSR.

3. Further research should be conducted on the role of leadership in creating an organizational culture supportive of global CSR efforts. Ravasi and Schultz (2006) acknowledged that organizational leadership plays a vital role in creating, cultivating, and

maintaining organizational identity. This study confirmed the impact the leader has on creating the organizational culture. Further research on the role of leadership in guiding balancing behavior could lead to theory development on creating an organizational culture supportive of global CSR efforts and the impact of the micro, meso, and macro levels of the organization.

4. Further research should be conducted on the impact of cross-sector partnerships on the nonprofit sector as well as society as a whole. Partnerships between for-profit and nonprofit organizations can create win-win situations and promote a synergistic combination of strengths, resources, and expertise (Jamali & Keshishian, 2009). Further research into the types of partnerships and their implementation could provide insight and have important implications for practice.

5. Further research should be conducted on the relationship between organizational culture and organizational identity. Organizational culture is shaped in response to identity threats, along with the external images that drive identity dynamics. A dynamic relationship between organizational culture and identity has been suggested at a theoretical level but never systematically grounded (Ravasi & Schultz, 2006). The study confirmed the dynamic relationships between organizational culture and identity. As our society becomes more global, it will be even more important to ensure the alignment of organizational culture and identity. Additional research to add to the existing research in this area would be beneficial to determine best practices.

Summary and Concluding Remarks

There has been renewed focus on social responsibility in recent years. When CSR practices are implemented, there are many benefits to society and to the organization

(Kaufmann et al., 2009; Ravasi & Schultz, 2006). CSR practices also impact the culture of the organization; they affect artifacts, values, and assumptions, as defined by Schein (1992), as well as an organization's identity and image. Organizations have a moral obligation to help society, improving the quality of life for the good of humankind. In the last decade, there has been increasing interest in global CSR (Spence, 2007) and partnerships between nonprofit and for-profit organizations. Nonprofit organizations are instrumental in ensuring a better understanding of the needs that are present, both in the local and global community.

This multicase study examined how a global nonprofit organization expanded its social responsibility efforts. It studied three sites in researching the effects that CSR efforts have on the organization's artifacts, espoused values, and basic assumptions and the impact that these elements of organizational culture have on CSR efforts. This study determined that a reciprocal impact was present between organizational culture and CSR efforts.

In 1979, Pondy and Mitroff advocated that organizational theory move "beyond open system models of organization" to a "cultural model"—a model concerned with the higher mental functions of human behavior, such as creation or meaning. The sites studied all valued human behavior and interactions. They all strived for creation or meaning to their work and looked at the impact it would have on the individual's life as well as on the community as a whole. They all recognized the YMCA as a cause or a movement that was about serving others, benefiting the individuals they served and collectively making a difference in their receptive communities. Although they preserved

serving their local community as their top priority, they recognized and understood the impact they were having on both local and global society.

The study identified seven conclusions on how this global nonprofit organization operationalized its CSR efforts to meet organizational needs. In addition to the reciprocal impact between organizational culture and CSR, the study found that CSR efforts should serve community needs and adapt to meet the changing needs of society. The study found that senior leadership and policy volunteers are instrumental to the implementation of CSR efforts throughout the organization as well as to the organizational culture. The study examined cross-sector partnerships and found that partnering with organizations increases CSR efforts and results in better serving the community and organizational needs. Processes and policies used to implement or expand CSR efforts increase awareness in communities and increase funds to provide CSR. Finally, the study found that CSR efforts need to be included in the organization's strategic plan and align with the mission and vision of the organization.

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APPENDIX A:

INTERVIEW QUESTIONS

Thank you for participating in this interview, which will provide the data for a case study I am conducting as part of my doctoral studies within the George Washington University's Graduate School of Education, Department of Human and Organizational Development. This study is being conducted through Y-USA, International Department. Participating in this study is voluntary. No names or identifying information will be included; your information will be kept confidential. Data will be included in the research without attribution. A transcript of our interview is available to you after the interview is completed so that you can ensure the accuracy of content, if you wish.

The purpose of this study is to understand how global corporate social responsibility (CSR) efforts impact the organizational culture. We will look at how CSR is implemented in your organization.

Demographic questions:

1. What is your role in the YMCA?
2. How long have you been affiliated with the YMCA?
3. What is your role? Staff ___, Volunteer ___, CSR Recipient
4. Male ___, Female ___
5. Age range: 18-25 ___, 25-35 ___, 35-45 ___, 45-55 ___, 55+____
6. Ethnicity: _____

Questions:

1. Describe the culture of this YMCA.
2. What are the global CSR efforts your YMCA participates in?
3. What effects do these CSR efforts have on the organization's culture?
4. Describe the impact the organizational culture has on the CSR efforts your organization participates in.
5. How does your YMCA implement new CSR efforts?
6. How are CSR efforts communicated throughout your organization?
7. Describe what impact becoming a Global Center of Excellence has had on the organization's global CSR efforts?
8. What role does the leadership have in the CSR efforts of your YMCA?
9. How do the CSR efforts this YMCA participates in help to meet organizational needs?
10. Describe a successful CSR partnership this YMCA is involved with and tell me what you think makes it successful.
11. Who else should I interview?
12. Is there anything else you would like to share regarding this YMCA's CSR efforts?

Thank you for your time. If you would like a copy of the transcript from our session, I will gladly send you a copy.

Thank you again.

APPENDIX B:

OBSERVATION RECORDING DOCUMENT—MEETINGS

Participants (coded):

Time/date/location:

Stated meeting purpose:

Content of Interaction	Evidence of Processes & Policies	Context of Interaction

APPENDIX C:

OBSERVATION RECORDING DOCUMENT—PHYSICAL SURROUNDINGS

Time/date/location:

Object/area of physical surroundings:

Description of object/area:

Evidence of artifacts:

Evidence of espoused values:

Physical trace evidence:

Links to identified themes or codes:

APPENDIX D:

INFORMED CONSENT FORM

Title: Impacting Our Global Society: A Multisite Case Study on How a Global Nonprofit Organization Expands Corporate Social Responsibility Initiatives

You are being asked to take part in a research study to determine how global corporate social Responsibility (CSR) efforts impact the organizational culture, how the organizational culture impacts CSR efforts, and how CSR efforts are implemented. We are asking you to take part because you are involved in social responsibility efforts at the YMCA. Please read this form carefully and ask any questions you may have before agreeing to take part in the study.

What the study is about: The purpose of this study is to learn the impact of global CSR efforts on the organizational culture, understand how social responsibility efforts are implemented or expanded in a global nonprofit organization, and study successful partnership components. You must be a staff member or volunteer involved with global corporate social responsibility efforts at a global nonprofit organization to take part in this study.

What we will ask you to do: If you agree to be in this study, we will conduct an interview with you. The interview will include questions about the CSR efforts you are involved in with the YMCA, the organizational culture, and partnerships that are a result of the CSR efforts. The interview will take about 60 to 90 minutes to complete. With your permission, we would also like to tape record the interview.

Risks and benefits: I do not anticipate any risks to you participating in this study other than those encountered in day-to-day life.

There are no benefits to participants. The research may contribute to knowledge to the field, as the YMCA is an organization heavily involved in social responsibility efforts and we hope to learn more about the impact of CSR efforts and of partnerships.

Compensation: There is no compensation for participating in this study.

Your answers will be confidential. The records of this study will be confidential to the extent provided by the law. In any sort of report we make public, we will not include any information that will make it possible to identify you. Your information will be assigned a code number that is unique to this study. Research records, including the list connecting your name to this code number, will be kept in a locked file; only the researcher will have access to the records. No one will be able to see your interview. Study findings will be presented only in summary form; your name will not be used in any report.

Limits to confidentiality include if a participant informs the researcher that he or she is planning to commit self-harm or to harm someone else or to report child abuse or neglect, in which case the researcher is mandated to report.

Recording: Interviews will be audio recorded for study purposes. Participants can request that the recording be stopped at any time during the interview, either permanently or temporarily, as appropriate to the study. Recordings will be stored with research data, with only researchers having access. Recordings will be transcribed and a typed version will be created. No names or other information that could be used to identify the participant will be included in the typed version. Anything that could indicate the identity of the participant will not be included in the typewritten version or will be disguised.

Taking part is voluntary: Taking part in this study is completely voluntary and there is no penalty for not participating. You may skip any questions that you do not want to answer. If you decide to take part or choose to skip some of the questions, it will not affect your current or future relationship with the YMCA, and it will have no effect on the services or benefits you are currently receiving. If you decide to take part, you are free to withdraw at any time.

If you have questions: The researcher conducting this study is Tracey Danner-Odenwelder, an Ed.D. candidate at George Washington University. Please ask any questions you have now. If you have questions later, you may contact Tracey Danner-Odenwelder at traceyodenwelder@sbcglobal.net or at (317) 919-5110. If you have any questions regarding your rights as a subject in this study, you may contact the George Washington University Institutional Review Board at ohrirb@gwu or at (202) 994-2715.

Statement of Consent: I have read the above information and have received answers to any questions I asked. I consent to take part in the study.

Your Signature: _____ Date: _____

Your Name (printed): _____

I also consent to having the interview tape recorded.

Your Signature: _____ Date: _____

Signature of person obtaining consent: _____ Date: _____

Printed name of person obtaining consent: _____ Date: _____

You will be given a copy of this form to keep for your records.

This consent form will be kept by the researcher for at least 3 years beyond the end of the study and was approved by the IRB.