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”Happy people making happy soap”
**A study of organizational values in a value driven
organization**

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Abstract

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This essay explores organizational values from an employee perspective, within a value driven organization. The company on which this study was conducted, LUSH Sweden AB, is a value driven organization with a value base which in part consists of ethical values. The aim of the study was to examine the impact of the organizational values of a value driven organization, from an employee perspective. We explored the level of value integration and alignment with the employees and the day to day work, as well as the perception of value alignment with the CSR initiatives. Questions were formulated to aid in attaining the aim of the study. The questions were as follows: "To what extent are the organizational values integrated within the studied value driven organization?", "To what extent are the organizational values aligned with the organization's CSR initiatives?", "To what extent are the organizational values clearly communicated to the employees of the studied value driven organization?" and "To what extent are the organizational values aligned with the values of the employees?".

The theoretical framework of the essay was constructed using the works of several different researchers. The theories concern value clarity, organizational values, values as a motivational source and the motives behind a CSR initiative as well as its level of fit. These theories, together with previous research, provided the theoretical frame on which the analysis of the collected empirical material was based.

An electronic questionnaire was distributed to 57 employees of LUSH Sweden AB. The questionnaire consisted of 40 questions divided into nine themes, based on values as expressed by the studied organization.

The results of the survey showed that LUSH Sweden AB had a generally high level of value clarity as well as a seemingly active communication of the values from the management. The values showed an overall high level of alignment with the values of the employees as well as the day to day work in the organization. The values which showed a lower alignment also showed a lower level of value clarity, with some indications of that these values were less actively and/or clearly communicated by the management. The study also showed a relatively high alignment between the CSR initiatives conducted by the organization and the organizational values. The CSR initiatives highlighted by the employees had a seemingly high level of fit. The organizational values were a motivational source as they motivated the employees in their work. The values also seemed to have motivated individuals to seek employment, as well as remain employed, at the company.

Keywords: value driven organization, CSR, value alignment, communication, stakeholder influence

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1. Introduction

Values are universal and of significance to both organizations and people (Cha & Edmondsson 2006:58). Although values are globally widespread, they have different meaning on an individual-, group- and cultural level. This difference depends on how each level chooses to hierarchically organize the values. A value might therefore be of high importance to a group, such as a company, but of low importance to an employee working at that company.

It is common for organizations to openly state their support of values connected to employee and business performance, such as striving to make profit or indeed striving to produce quality products. Nowadays, several organizations will also state their support of values connected to the wellbeing of their employees, such as values concerning respect and employee advancement within the company (Cha & Edmondsson 2006). More organizations desert the idea that an organizations only goal is to make profit and that this goal can be achieved by simply focusing on performance. They therefore broaden their value base to include more communal values, and seek new strategies to achieve their goals (Cohen & Warwick 2006).

An increased ethical awareness in society has spawned a higher level of focus on organizational values (Barrett 1998). The profile of an organization is becoming almost as vital to its potential success as the products or services it offers the public. Holding a set of strong and concrete values can make an organization stick out in a positive way (Grankvist 2009). The increased focus on values has also made stakeholders more powerful and influential as the organizations have more expectations and obligations to fulfil certain societal commitments (Barrett 1998). The stakeholders expect more from the organization, in terms of having values consistent with societal values (Cha & Edmondsson 2006). This discussion sheds light into why more organizations choose to be value driven by way of centring the organization on a set of specific values.

In this essay we will address some of the potentially problematic areas concerning the value base of the value driven organization. The task of holding and integrating strong ethical values, as well as values concerning profitability and organizational performance, is seemingly not easy. It is common for value driven organizations to be viewed with suspicion as it is often not considered appropriate to make profit from ethics. Therefore, when a company makes a profitable corporate social responsibility (CSR) initiative it can be viewed by the public as a money-making-scheme (Grankvist 2009). Value driven organizations must create a balance between their ethical values and their needs for fulfilling profitability and organizational goals (Zenyucel 2009, Barrett 1998). Grankvist (2009:18ff) underlines the link between values and profit and maintains that the profitability of a company is crucial to its value based work. According to Grankvist (2009:29), the idea of a value driven company is attractive, but if the revenue is low the values will not persist to centre the organization.

In addition to these issues, the values in a value driven organization must be integrated and shared amongst its employees (Barrett 1998). The integration can be problematic, as there are

many different conflicting forces acting on the employee and the organization. As it is more common for organizations today to be value driven, partly by ethical values, it makes for an interesting and important topic of research.

The topic has relevance for HR professionals since the HR department often manages the overall wellbeing of an organization's employees. Literature and research on value driven organizations suggest that well integrated values deliver a vast number of beneficial consequences for employees, aside from the impact these values have on overall profitability and prosperity (Herrbach & Mignonac 2007, Jimenez 2009). Studies on value driven organizations and the integration of values should therefore be of interest to the HR profession.

This study has been conducted on LUSH, a global value driven organization producing and selling handmade cosmetics. In Sweden, LUSH exists as LUSH Sweden AB. This company was approached due to their status as a value driven organization with an openly stated value base. The organization also conducts many CSR initiatives as they brand themselves as a campaigning company.

The chosen survey method was an on-line questionnaire distributed amongst LUSH Sweden AB employees. As the employees were identified as a crucial stakeholder to the company, the questionnaire focused on their perception of the value base. Although there are several other stakeholders associated with an organization, we have chosen to primarily focus on the employees as they have a high impact on the prosperity and success of the value driven organization.

1.1 Aim and Questions

The aim of this study is to examine the impact of the organizational values of a value driven organization, from an employee perspective. We explore the level of value integration and alignment with the employees and the day to day work, as well as the perception of value alignment with the CSR initiatives.

- To what extent are the organizational values integrated within the studied value driven organization?
- To what extent are the organizational values aligned with the organization's CSR initiatives?
- To what extent are the organizational values clearly communicated to the employees of the studied value driven organization?
- To what extent are the organizational values aligned with the values of the employees?

1.2 Disposition

The reader has now been introduced to the study as well as presented with the study's aim and questions. The remainder of chapter one consists of a section which explains the key terms

and concepts used in this essay. In chapter two the reader is given a presentation of the studied organization, its values and its CSR initiatives. Chapter three contains previous research conducted on the studied topic.

Chapter four presents the theoretical framework that is later used in the analysis of the gathered empirical material. Chapter five explains and discusses the process and method of the study. In chapter six the results of the questionnaire are presented. An analysis of the results is conducted in chapter seven. The decision of keeping results and analysis separate, instead of integrating the two, was made with the ambition of making the analysis as cohesive as possible. As it seemed more logical to present the results theme by theme, we feared that intertwining the analysis with the result would present the reader with a fragmented and disordered analysis. The essay is concluded with chapter eight which contains the conclusions of the study as well as a discussion of the findings and their implications. This chapter also entails a final discussion of the risen limitations of the study and suggestions for further research.

1.3 Explanation of key terms and concepts

1.3.1 Values

Cha & Edmondsson (2006:58) define values as “shared prescriptive or proscriptive beliefs about ideal modes of behaviour and end-states of existence that are activated by, yet transcend object and situation”. An additional definition is one constructed by Hofstede (1998:478) who defines values as “a broad tendency to prefer certain states of affairs over others”. To put the concept of values in an organizational perspective, Barrett’s (2006:125) explanation of the different purposes of organizational values will be employed. Firstly the values set the standards for what behaviour they deem as acceptable or unacceptable, secondly they outline the preferred future of the organization and lastly, they give the organization directions in the decision making process.

1.3.2 The value driven organization

A value driven organization can be defined as an organization that is driven by a set of values that connects the products or services they provide with a wider societal objective (Barrett 1998, Cohen & Warwick 2006). The values in this type of organization, play an important role in the decision making process. A value driven business seeks to add value to the lives of its employees, customers and the communities in which it operates (Cohen & Warwick 2006).

1.3.3 CSR

Corporate social responsibility, CSR, can be defined as an organizations voluntary societal responsibility (Grankvist 2009). The organization can use CSR to create a positive relation with its stakeholders (Grafström & Göthberg & Windell 2008). Although working with CSR can be considered fashionable, the societal responsibility organizations take on today is not a new occurrence. According to Grankvist (2009:10f), there used to be a common perception that society needs to be prosperous for a company to be successful, and because of this organizations would take actions to secure this prosperity. Grankvist (2009:10) considers this

link between societal opulence and organizational success to be returning into peoples' mind-sets, thus making CSR a trend.

1.3.4 CSR initiatives

Work conducted within the CSR arena is often called corporate social responsibility initiatives (Grankvist 2009). Amongst the most popular causes for these initiatives are community health, employment, environment, safety and economics. In this essay, all CSR related work will be referred to as CSR initiatives.

1.3.5 Stakeholders

A stakeholder is defined as anyone who can be affected by a specific organization's actions, or even themselves affect the organization's actions (Freeman 2010). Within the theory on stakeholders, an organization is considered as being dependent on the relationship with surrounding forces, such as its stakeholders. The stakeholders also depend on the company in different ways and they often have a demand on an organization's CSR initiatives and value profile (Barrett 1998, Post 2002).

1.3.6 Alignment

In this essay, the term alignment is used regularly when discussing the integration of values. In the employed research and literature the term refers to the congruence between organizational and personal values, or the congruence between organizational values and conducted CSR initiatives.

2. Background

2.1 LUSH

LUSH was founded by Mark Constantine and his fellow shareholders in 1994, following the failure of his previous company, Cosmetics on the go (The Guardian 13 April 2007, LUSH homepage 1). Mark and Margaret Constantine own 62 per cent of LUSH (Fast Track homepage). The company creates, produces and sells handmade cosmetic products made out of natural ingredients and their aim is to avoid any superfluous product packaging.

Today, LUSH is established in 44 countries, with 678 stores worldwide (LUSH homepage 3). The organization is established in countries outside the United Kingdom either by what they refer to as International Partnership or International Job. International Partnership means that the partner stakeholder financially funds the establishment in their country (LUSH homepage 4). International Job means that the partner stakeholder represents the company and works as the key retailer in their country, with the financial backing of LUSH (LUSH homepage 5). Although the company generally does not operate as a franchise, there are a small number of countries where this type of operation exists (LUSH homepage 4).

LUSH Sweden AB is an International Partnership operation with Swedish partner stakeholders. The owners of LUSH hold 50 per cent of the shares in LUSH Sweden AB (Interview 1). The remaining 50 per cent share hold is owned by the Swedish partner stakeholders. The relationship between the two companies is one where LUSH can make demands on the operation in Sweden. In addition to this, the Swedish operation has to promote the values and brand identity as dictated by LUSH. The values investigated in this essay are therefore the values of LUSH as there are no values specific for LUSH Sweden AB and there have been no adaptations made to these values when integrating them into the Swedish operation.

The studied organization has approximately 70 employees working at headquarters, mail-order and their ten shops in Sweden (Interview 2).

2.1.1 LUSH's values

LUSH is a company that profiles itself as being a caring ethical company. The values, as stated on the UK homepage, can be seen in the extract below.

“We Believe in making effective products from **fresh* organic* fruit and vegetables**, the finest essential oils and safe synthetics.

We believe in buying ingredient only from **companies that do not commission tests on animals** and in testing our products on humans.

We **invent our own products** and fragrances, we make them fresh by hand using little or **no preservatives or packaging**, using only vegetarian ingredients and **tell you when they were made**.

We believe in **happy people making happy soap**, putting our faces on our products and making our mums proud.

We believe in long candlelit baths, sharing showers, massage, **filling the world with perfume** and in the right to make mistakes, lose everything and start again.

We believe our products are good value, that we should make a profit and that the **customer is always right**.

***We also believe words like “Fresh” and “Organic” have an honest meaning beyond marketing.**” (LUSH homepage 2).

2.1.2 LUSH's CSR initiatives

LUSH state that although its products have incorporated the company's ethical values from the start, the active campaigning started in 2006 (LUSH homepage 6). According to the company homepage, the reason behind this change of tactics was the event of L'Oreal buying The Body Shop. The LUSH management decided, based on employees and customers reactions, that another campaigning voice was needed.

The organization back smaller, lesser known causes which, according to them, would otherwise have difficulties finding support (LUSH homepage 6).

LUSH's CSR initiatives are largely tied to the organizational values on animal testing and environmental sustainability. At the time of writing this essay, the company homepage presented fifteen ethical campaigns, either initiated or simply backed by the company (LUSH homepage 6). Of these, seven concerned animal rights, five concerned environmental sustainability and three concerned human rights (LUSH homepage 7). It should be noted that some of these campaigns concerned more than one cause. To view the CSR initiatives and their primary cause direction as identified by us, see Appendix 1.

One CSR initiative is the charity pot which was launched in the year 2007 (LUSH homepage 8). The charity pot is a product where the revenue, excluding value added tax is divided between several causes; twelve per cent is given to animal campaigning groups, sixteen per cent is given to animal rescue groups, 28 per cent is given to human rights groups and 44 per cent is given to environmental groups (LUSH Times 2011:17).

3. Previous Research

In this chapter, some of the research of relevance to our study is highlighted. This research will also be used to partially form the theoretic frame and our study will therefore, to a degree, derive from these sources. It should however be noted that more complementary and all-embracing studies will also be used to form our theoretic frame. These studies will not be highlighted in this chapter but will instead be built into the theory chapter of this essay.

3.1 Values in the organization

Research has proven that positive effects derive from an alignment between individual and organizational values. There is however less research on such alignment regarding organizational ethical values (Herrbach & Mignonac 2007).

Herrbach & Mignonac (2007) have conducted research on the topic of alignment between individual and organizational values in the article *Is ethical P–O fit really related to individual outcomes? A study of management-level employees*. The authors have researched the impact alignment, or lack of alignment, have on factors such as job satisfaction and organizational commitment. Their findings were that organizational ethical values had an overall positive effect on the surveyed employees' attitudes and behaviours. Additional research conducted by Cha & Edmondsson (2006:70f), in the article *When values backfire: Leadership, attribution, and disenchantment in a values-driven organization*, show that positive effects on employee motivation and organizational performance can be achieved by employees sharing the values of the organization. However, Herrbach & Mignonacs (2007) research states that alignment between the organizations and the employees' values had little impact on any variance in the attitudes and behaviours amongst the people surveyed. This therefore shows that alignment does not affect individual actions and outlooks, although the main effect for organizational ethical values were consistent throughout the study.

In addition to these findings, Herrbach & Mignonacs (2007) research supports that organizations benefit from branding themselves as ethical. If a company is perceived as ethical by the employees, it can for example spawn commitment. The research of Cha & Edmondsson (2006) shows that clarity in the communication of values is important for how they are perceived and for what impact they have. A company's level of perceived ethicality is dependent on management clearly communicating the values to the employees.

Furthermore, Cha & Edmondssons (2006) research highlights the complexity of value integration in an organization. The authors discuss how values can be misinterpreted and ignored if they are not well communicated. As the organizational values are communicated, the employees may feel disenchanting which can demotivate them and subsequently shatter relations between employees and management. Disenchantment occurs if the employees believe that there is inconsistency between the communicated organizational values and the behaviour of management, as well as the day to day work within the organization. On the other hand, their research shows that consistency will have a positive effect on organizational performance as well as employee motivation. Research conducted by Maignan, Farrell &

Farrell (2005) demonstrates that if an organization is inconsistent in its value base, the damage to its credibility can be severe.

3.2 CSR in the organization

Hill & Becker-Olsen (2005), authors of the working paper *The impact of perceived corporate social responsibility on consumer behavior*, researches what makes a CSR initiative successful, in terms of contributing to a company's public profile. They state that several organizations conduct CSR initiatives because there is a common assumption that stakeholders, such as consumers, will reward them for this. Research presented by Maignan, Farrell & Farrell in the article, *A stakeholder model for implementing social responsibility in marketing* (2005:957ff), claims that stakeholders pressurize organizations to conform to their value bases. Consequently the organizations conduct CSR initiatives in accordance to these values. All the different stakeholders might have separate values and it is up to the organization to manage the pressure applied by stakeholders, without damaging relations with any of the stakeholder groups.

Hill & Becker-Olsen (2005:3f) argue that there needs to be an alignment between the organizational values and the CSR initiatives for there to be positive effects. CSR initiatives can even be risky if such an alignment does not exist, as the stakeholders can punish the organization by retracting themselves. A CSR initiative is therefore dependant on the stakeholder's experience of the resonance of the organizational values through the CSR policies. It is consequently of importance that there is an alignment between the value base of an organization and the work the organization does. According to Maignan, Farrell & Farrell (2005:956), the organization can reassure this alignment by building its own solid value base and then attracting stakeholders with similar value bases.

Maignan, Farrell & Farrell (2005:956f) discuss how many organizations have had a tendency to focus only on the customers' needs and desires and disregard other stakeholders, such as employees. Hence, when researching the topic of values in the value driven organization there was more research focusing on the customer perspective than the employee perspective.

4. Theory

4.1 Values in the organization

In this section, the concept value driven organizations will be further developed and theories concerning organizational values will be presented.

Grankvist (2009:52) discusses the relevance for a value driven organization to create a trustworthy image so that the stakeholders, in this case the employees, find the organization credible. As previously discussed, there should be an alignment between the stated values and the practical work of an organization, such as the CSR initiatives they conduct. Therefore, it is of importance that the values are followed up in attempts to ensure that they are carried out in practice (Grankvist 2009).

Herrbach & Mignonac (2007:326f) discuss what impact an organization's ethical values have on its credibility. They suggest that ethical values might be considered a façade and that they therefore do not represent core organizational values. According to Herrbach & Mignonac (2007), the ethical values stated by management may be far distanced from the employees' experience of the day to day work. If the values do not integrate the organization they are purely cosmetics, and their use will be limited to attracting potential employees. As Grankvist (2009:52) states, the credibility of an organization is linked to the alignment between the value base and the work carried out in the organization.

4.1.1 The alignment between the organizational values and the employees' values

Barrett (1998:119) discusses how the main issue for modern organizations is to create a value base that aligns with the values of their employees. The importance of employees sharing the organizational values is stated by several sources (Zenyucel 2009, Herrbach & Mignonac 2007, Cha & Edmondsson 2006, Barrett 1998). Jimenez (2009:16) discusses how organizational values should be of equal importance to the employees. Value driven organizations with a functional value base will enjoy a number of benefits. The employees will feel more connected to the organization, find it easier to relate and function within the organization, have a deeper understanding of the organizational goals, consequently resulting in a higher likeliness of fulfilling these goals (Jimenez 2009).

According to Maignan, Farrell & Farrell (2005:958f), research within the field of stakeholders show that employees and customers are the two stakeholders that have the largest impact on an organizations performance. Thus many organizations will mainly, and in some cases only, focus on these two stakeholder groups. In the current climate there is, however, a clear demand and expectation from several other stakeholders on a company's ethical behaviour and profile. Organizations with distinct and integrated values can attract stakeholders that share the same values. This would be beneficial to an organization as there is no need to spend time and money in attempts to please stakeholders with conflicting value bases. As values require integration at all levels of an organization, an absence of clear value alignment between the organization and its employees can result in the organizational values being doubted, which damages the credibility of the organization. Values lacking in credibility may be especially damaging to an organization claiming to be value driven.

Herrbach & Mignonacs (2007:304) discuss how research within the area of alignment between the organizational values and the employees' values show a somewhat stable effect on variables such as work commitment and job satisfaction. However, the organizational values on their own, without relating them to employees values show a more solid positive effect on these variables. This could suggest that the development of a strong value base should be a higher prioritized mission, than making sure employees' personal value bases are aligned with the organizational values.

4.1.2 Value clarity

For organizational values to have positive effects on employee performance they need to be understood by all members of an organization. They should also hold the same meaning to the majority of employees (Jimenez 2009). Therefore, it is necessary for organizational values to be clearly communicated. Cha & Edmondsson (2006:75) discuss how value clarity is achieved through management engaging in dialogue with the employees on the organizational values and their meanings. If there is an absence of value clarity, the risk for misinterpretations of the value base increases. As values are naturally abstract there is a subsequent potential for employees to make incorrect interpretations. However, holding too tight reins on values, and not allowing any input from stakeholders could also be problematic. Stakeholders, such as employees, might feel that they cannot connect to the values because they are too rigid. To which degree employees feel that they want to perform well for the organization relies on the alignment between their own and the organizational values (Barrett 1998).

A common mistake of value driven organizations is the development of a value base where values are exclusively selected by the management (Barrett 1998). The board of managers believe that it has a full understanding of the organization and the employees, without consulting the workforce. When constructing a value base in this way, the values seldom genuinely represent the organization. In addition to this, they are often found to disregard the needs and wants of other stakeholders. Consequently, in these value driven organizations, the values will rarely be regarded as clear, nor is it likely that there will be alignment between the organizational values and the employees' values.

A strong and well communicated value base, as well as successfully conducting CSR initiatives can be sources of employee motivation (Barrett 1998, Cha & Edmondsson 2006). The organizational values can also motivate people to seek employment at the organization, as well as attract other stakeholders (Herrbach & Mignonac 2007).

Research shows that an important source of motivation is the employees' opportunity to feel a sense of meaning within the organization (Blomquist & Röding 2010). If employees' feel that they work for an organization that creates a sense of meaning, they are more inclined to feel motivated in carrying out their work (Grankvist 2009). The employees' spiritual motivation is an important factor in this discussion (Barrett 1998). Spiritual motivation is achieved by the employees carrying out work that has a more personal meaning to them, as well as feeling that they are creating meaning and making a difference.

4.1.3 The hypocrisy attribution

Cha & Edmondsson's (2006) research shows that there is a risk for employee disenchantment if the organizational values are not integrated in the daily work. If management practice is not imbued by the values, the employees can attribute their actions to hypocrisy. The hypocrisy attribution process is connected to the discussion on alignment and value clarity. This is because it often occurs when management has an understanding of the organizational values that differ from the employees' understanding. Management might think that it is acting according to the organizational values, while the employees disagree. The hypocrisy attribution process is damaging to inter-organizational relations as the employees may feel both angry and disappointed in management for not, in their view, showing sincere commitment to the organizational values. This can result in weakened employee performance and commitment (Cha & Edmondsson 2006).

According to Cha & Edmondsson (2006:71), a source of hypocrisy attribution can be managements' need to balance profitability values and goals with more ethical values, such as employee wellbeing. These values are in many organizations interlinked, but there can be situations when one value has to be preferred over another and management therefore has to choose which value is more important. This dilemma can be especially problematic since there is a general suspicion of to what extent organizations ever hold genuine ethical values (Grankvist 2009). If management clearly explains the reasons for their decisions, and express their awareness of that the dilemma exists, the risk of hypocrisy attribution can be decreased (Cha & Edmondsson 2006:74). Hypocrisy attribution is a potential negative effect of having a value driven organization.

4.2 CSR in the organization

In this section, the concept of CSR and the impact of CSR initiatives will be placed in a theoretical framework.

Grankvist (2009:17f) divides the concept of CSR into economic-, environmental- and social responsibility. The economic responsibility refers to running an organization with the aim of making as much profit as possible, ensuring that the shareholders benefit from investing capital into the company. This responsibility entails guaranteeing that the organization achieves and maintains a financially strong position on the market. Environmental responsibility refers to running the organization in an attempt to have as little environmental impact as possible. In addition to this it refers to sensibly using the earth's natural resources. Social responsibility refers to conducting business in line with common perception of what the citizens of a community need. The organization is expected to consider stakeholders' health and wellbeing (Grankvist 2009).

4.2.1 The alignment between the CSR initiatives and the organizational values

For a CSR initiative to have a positive impact on matters concerning organizational- and employee performance there should be an alignment between the initiative and the organizational values. Maignan, Farrell & Farrell (2005:960) state that stakeholders may pressurize organizations to conduct CSR initiatives. For example, employees might share a

value base deriving from the community in which they live in. This will then put pressure on the employer to attain to these values and adjust the CSR initiatives to fit into the employees' value base. However, as previously noted, there are many stakeholders associated with an organization and they can all have differing values. For a company to not have to juggle all these values and risk being inconsequential, the organization itself can rely on a strong value base. If pressure is brought to bear by a stakeholder group, the company can refer to its values and norms.

4.2.1.1 Theories on the alignment between the CSR initiatives and the organizational values

Hill & Becker-Olsen (2005:5) state that an initiative is "high-fit" if there is a clear alignment and "low-fit" if the alignment is vague. They define fit as the apparent link between an initiative and the organization's values, target market, product line and positioning. Therefore the alignment within the discussion of whether an initiative is high-fit or low-fit does not just involve values. However, in this essay and in the study we have conducted we have chosen to focus on the alignment between the values and the CSR initiatives.

In addition to the theory on fit, Hill & Becker-Olsen (2005:6) argue for how perceived motivation has an impact on the success of a CSR initiative. The authors claim that stakeholders look to find the organization's motives behind a taken initiative and try to understand them. When doing so, they brand the motives as either self- or public serving. If the motives are self-serving, it means that the stakeholders assume that the organization's motive behind the CSR initiative is to boost sales and profit. Public serving motives include conducting community development, helping citizens in need or making people aware of a certain cause. People will make attributions to the two types of motives, to try and make sense of the organization's actions. Hill & Becker-Olsen (2005:7f) state that research shows that self-serving motives will have a negative impact on the attitudes of consumers, while public serving motives will have a positive impact.

To exemplify the theories on fit and motivation: if an initiative is low-fit, stakeholders such as employees will be likely to develop negative attitudes towards the organization. They will also feel that the organization has lost credibility, as well as assume that the motives behind the CSR initiative are selfish and somewhat devious, i.e. self-serving (Hill & Becker-Olsen 2005).

The negative attributions made to organizations that are fuelled by self-serving motives can be problematic. Grankvist (2009:17) argues that part of a company's CSR is to generate profit and maintain a strong market position, but doing so can possibly hurt the company's profile as it can create negative attitudes amongst the stakeholders. Hill & Becker-Olsen (2005:7f) further problematize this by claiming that people have an intuitive tendency for being sceptical towards CSR initiatives, and thinking that the motives behind them are self-serving. However, the authors state that their research proves that scepticism towards CSR initiatives is not only driven by the attribution of self-serving motives, but also by whether the initiative is high-fit or low-fit (Hill & Becker-Olsen 2005). It is therefore of importance for an organization to consider whether there is a clear alignment between the organizational values and a potential CSR initiative.

In conclusion, a high-fit, public serving CSR initiative can improve employees' views of an organization. In contrast, if an organization takes on a self-serving and/or low-fit initiative they can experience a deterioration of employees' attitudes.

5. Method

This chapter introduces the reader to the methodological process, as well as to the issues encountered while conducting the study.

The questionnaire was largely quantitative. However, as the respondents were asked to comment on the answers they provided in the questionnaire, it contained clear qualitative features. It is not unusual for questionnaires to contain both quantitative and qualitative questions (Troost 2007:17f). The questionnaire is listed as Appendix 2.

5.1 Population

Troost (2007:37) states that when conducting questionnaires in small or medium sized organizations, it is common to attempt to cover the entire population and not just a sample. With a larger population selection, there is a higher probability that the results will be representative of the population as a whole. In this study, the examined population consisted of approximately 70 employees, which made the task of including all employees a seemingly realistic goal. However, when collecting the information needed for distributing the questionnaire, practical issues made this task unachievable.

LUSH Sweden AB did not have all its employees e-mail addresses, and only a small part of the population had work e-mail accounts. To ensure the anonymity of the employees', their e-mail addresses had to be gathered to provide them with their own unique link with attached code to the questionnaire (Hermerén et al 2011:46). As these links and codes were disposable, the risk of the same person answering several times was eliminated, which added to the reliability of the study. To attain the e-mail addresses, the managers were asked to collect them. Problems arose when some employees did not wish to state their private e-mail addresses, which resulted in them not being part of the population. Therefore, although the entire population was asked to participate in the survey we cannot claim to have studied the entire population. However, the survey covered a clear majority as 57 e-mail addresses were acquired. Although it is not always possible to examine the total population due to practical circumstances, covering a majority of the population is preferred (Troost 2007:37).

5.2 The survey

This section will guide the reader through the construction, distribution and the analysing of the survey.

5.2.1 Constructing the questionnaire

The questionnaire was hosted by Limesurvey, an online survey tool available at limesurvey.com. Before deciding on this particular survey tool, several other were considered. There were however a number of advantages with using Limesurvey, such as an ensured high security level and lack of advertisements.

To provide structure to the questionnaire, the questions were grouped into nine themes containing between three and six questions (Esaiasson 2007:271). All but one theme, the theme “Background questions”, contained queries related to LUSH’s value base and CSR initiatives. The queries within the theme “Background questions” served the purpose of providing basic information about the respondents, such as gender and age. Although these queries can sometimes be considered dreary and possibly demotivating, Trost (2007:94) argues that having background questions at the beginning of a questionnaire should not present a problem. Respondents should be motivated to answer the questionnaire by other factors than the background questions, such as the cover letter attached to the questionnaire and the introductory text that presents the questionnaire to the respondent, both of which can be found in the Appendix of this essay listed as Appendix 3 and 4.

The values that made up the themes were taken from a document provided by LUSH Sweden AB as well as drawn from the company’s homepage. Although LUSH expresses more values than can be found in the questionnaire, our ambition was to examine the prominent values in depth. Including all values would have risked the questionnaire being too time consuming for the respondents to complete (Esaiasson 2007:271f). Furthermore, the values that were included in the study stood out as being more prominent and all-embracing than those that did not make the cut in the selection process. The construction of the themes can be illustrated by the following example. LUSH states that “We believe in long candlelit baths, sharing showers, massage, filling the world with perfume and in the right to make mistakes, lose everything and start again” (LUSH homepage 2). From this extract, making mistakes and starting over was used as a theme labelled as “Tolerance and acceptance”. The remainder of the extract was not used.

The questions in the questionnaire, with the exception of one optional query, were close-ended questions (see Appendix 2). Closed-ended questions are questions where the constructor of the questionnaire provides pre-written answers that the respondent can choose from (Trost 2007:74ff). Open-ended questions, of which this questionnaire contained one, are questions with no pre-written options for the respondent to choose from. Instead the respondent has to formulate and write his or her own answer. A majority of the questions in the questionnaire provided the respondents with an option to comment on their answers. This provided respondents that had additional information to share a way of doing so. With set answer alternatives, respondents sometimes feel it is difficult to answer a question since they feel that their answer is dependent on additional circumstances (Trost 2007:78).

A cover letter accompanied the questionnaire in which the participants were informed of the relevance of the study and the purpose of the questionnaire, as well as provided practical information concerning the questionnaire. The cover letter was sent to the respondents in the invitational e-mail (see Appendix 3). At the end of this e-mail there were two links. The first link directed those who wished to partake in the survey to the questionnaire and the second link provided an option for any individuals who did not wish to partake in the survey. By clicking on the second link the respondents ensured that not only had he or she declined to participate, but he or she would also not receive any reminders to partake in the survey. To view the reminders sent to the participants, see Appendix 5.

5.2.2 Distributing the survey

As there were difficulties receiving the e-mail addresses of the employees, we were forced to delay the distribution of the questionnaire invites to the affected employees. Unfortunately, not all managers sent the employees e-mail addresses before the settled activation date of the survey. After initially delaying the activation of the survey, the time restraint of this study forced us to make the decision of sending invitational e-mails successively. The managers who, by the settled activation date, had not sent the e-mail addresses to us were contacted and the importance and relevance of the study was further elucidated. This method was successful as we received the remaining e-mail addresses. Therefore, this resulted in the sending of three different batches of invitational e-mails. Each batch of respondents was given two weeks to answer the questionnaire. This time restraint was put on the participants by providing their link to the survey with an expiration date. Reminders were sent four days before the expiration date of each batch, as well as on the last day that the link was active. The employees were able to respond to the questionnaire during work hours (Interview 2).

The delay in activating the survey, as well as the delay in distributing the invitational e-mails forced us to postpone the result analysis by nine days. However, by our chosen course of action we ensured a relatively high number of respondents, as well as equal conditions for all respondents in terms of time to answer the questionnaire.

5.2.3 Analysing the results

The analysis process started with extracting the data from the online survey tool. We decided to present the results theme by theme with diagrams which were made in excel. By forming diagrams the analysis process was simplified since the results were more visually accessible. This method also provided a valuable overview of the employees' responses.

When analysing the data, the results were compared and connected to the theories as well as the studied questions. To simplify this process the analysis was sectioned and presented according to these questions. Since the questionnaire also generated qualitative comments, these too were included in the results. The comments were categorized, counted and plotted into the relevant sections of the analysis. Possible relationships between variables were analysed and identified by viewing and comparing individual results.

The construction of the questionnaire was thorough, and with the study's aim, questions and theoretical framework as constant guidelines, the analysing process was made easier.

5.3 The reliability and validity of the study

The aspects of reliability and validity concern the quality of a study, the trustworthiness of the empirical data, as well as the subsequent analysis of gathered material. Reliability refers to the exactitude by which a phenomenon is being measured whereas validity refers to whether or not a study examines what it claims to examine (Esaiasson 2007:61, Holme & Solvang 1997:163).

A high degree of reliability is dependent on the thoroughness of the measuring apparatus (Holme & Solvang 1997:163). Trost (2007:64) states that reliability in its essence can be considered to mean that the study would produce the exact same results if repeated at a later time but that this is difficult when using questionnaire surveys since the environment is not static. In order to attain the same answers the respondents' knowledge, experiences and mood must be exactly the same at the different times of the studies, which is seemingly an unrealistic feat. There are however other aspects of the questionnaire that can help to ensure a high level of reliability.

The previously discussed issues regarding the successive sending of the invitational e-mails could be problematic for the reliability of the study. In order to ensure a high level of reliability, the process by which the questionnaire invitations are sent should be standardized, and part of the standardization process is that the invitational e-mails should be sent at the same time (Trost 2007:60). It could however be argued that the, in this case, smaller time difference between the groups was insignificant and that the advantages of the invites being sent successively were, as previously discussed, more prominent.

Validity entails that the questions asked are relevant and pertains to what is being studied (Holme & Solvang 1997:163). An aspect of reliability is the importance of making questions comprehensive so that they are interpreted correctly. A way of testing the validity and reliability is to do a pilot study amongst the population (Esaiasson 2007:275). As our studied population was relatively small, this method was decided against. However, a test-run of the questionnaire was conducted, where our supervisor at the university and a small number of family members and friends were respondents. This added to the validity of the study as it enabled us to test our survey tool as well as make sure that the responses were registered and displayed using an identical process. In addition to the test-run, the questionnaire was presented to the scrutiny of our contact at LUSH Sweden AB and our supervisor at the university. They provided helpful input with regards to the formulating of the questions, as well as an affirmation of practical information concerning the studied values.

5.4 Ethical discussion

As previously stated, we were forced to collect the employees' private e-mail addresses. However, as the survey was voluntary, we could not put any demands on the employees and therefore had to accept that some of them were not willing to provide us with this information (Hermerén et al 2011:43). This meant that the survey was not distributed to all employees, but it could be argued that the utmost voluntary nature of our survey provided a certain quality in the results. As the aim of this study was to examine the organizational values from an employee perspective, it is plausible to think that a more relaxed and accommodating relationship was to be preferred. Some questions in the questionnaire indirectly asked the respondent to state their personal value base, which possibly required a level of trust to be built between us and the respondents. If we would have demanded their participation, they might not have been as obliged to make qualitative comments and provide truthful and open-hearted answers. The chosen method can certainly not guarantee that the respondents

answered the questions in such ways, but maybe the foundation for such answers was partially provided. Some respondents provided generous qualitative comments, which gave additional insight into their thoughts and views.

Another ethical aspect of this study was the ensuring of the respondents anonymity in order to protect their integrity (Holme & Solvang 1997:32). Since they were asked to answer questions on the behaviour and values of their employer organization, we had to guarantee that individual results would not be viewed by anyone from LUSH Sweden AB. Furthermore, the anonymity aspect also entailed not being able to link the respondent to his or her answers (Hermerén et al 2011:46). Although we, as administrators of the questionnaire, could view individual results, settings made within the Limesurvey software made it impossible for us to know which answer belonged to which respondent. These guarantees of anonymity were detailed in the invitational e-mail sent to the respondents.

As we had obligations to fulfil certain commitments to both LUSH Sweden AB and the university the issue of having double loyalties was somewhat present during the course of this study (Hermerén et al 2011:17). LUSH Sweden AB was adaptable and considerate to our need to produce this essay, aside from carrying out the survey. However, there were difficulties in attaining certain information and documents which would have enhanced the quality of this study. This was partly due to our naivety as we expected our contact to be able to provide us with this information. It seemed to us that LUSH Sweden AB was generally interested in receiving a genuine insight into the minds of the employees and an overlook of the impact of the organizational values. They did not attempt to steer the study in a way that compromised our aim and questions. Since we approached the organization with a memorandum, where our aim and questions were presented, the span of our commitment was known and they were also aware of our obligations towards the university.

5.5 Limitations

The limited timeframe for conducting this study made it impossible to do any comparing studies on other organizations. Therefore, this study's generalisation ability is limited.

When first approaching the studied organization, we had hopes of conducting interviews with key members of the organization as complements to the questionnaire. Unfortunately, the employees and management were not able to set aside time for any interviews. Although the comments provided in the questionnaire gave us some qualitative data, this study could possibly have gained another level of depth and thoroughness from such interviews. It should be noted that the interviews referred to in this essay were phone conversations with our contact at LUSH.

As the information on the population of the survey was limited, a non-response analysis was not conducted. In a non-response analysis the respondents are compared to the population as a whole to see how representative they are for the entire population (Esaiaasson 2007:212, Trost 2007:137f). In order to attain the information needed for a non-response analysis we would

have had to conduct interviews with the LUSH Sweden AB managers. As stated above, we were not able to conduct such interviews.

6. Results

In this chapter, the results will be presented using the themes from the conducted questionnaire to form sections. This will simplify the readers navigating process when viewing the results together with the questionnaire (see Appendix 2). The background questions of the questionnaire will not form a section but will instead be presented below.

The questionnaire generated a response rate of 67 per cent, as 38 of the 57 respondents completed the questionnaire. In addition to these 38 responses there were three incomplete responses, which were excluded from the results. Some problems in the validity of the questionnaire became apparent as certain questions were not understood by a few of the respondents. The questions potentially lacking in validity were all within the themes “Tolerance and acceptance” and “Staff policy”.

The gender divide of the respondents showed that the majority were women, as 34 (89 per cent) were female and only four (eleven per cent) were male. LUSH Sweden AB is a relatively young company as 74 per cent of the respondents were between the ages of sixteen and 34. The respondents’ employment forms were predominantly posts with conditional tenure as 23 of the respondents held this form of employment. The survey showed that 50 per cent of the respondents worked less than 21 hours per week. In contrast, sixteen per cent worked more than 41 hours per week. The results revealed that 32 of the respondents worked in shops and six worked in headquarters and/or mail-order.

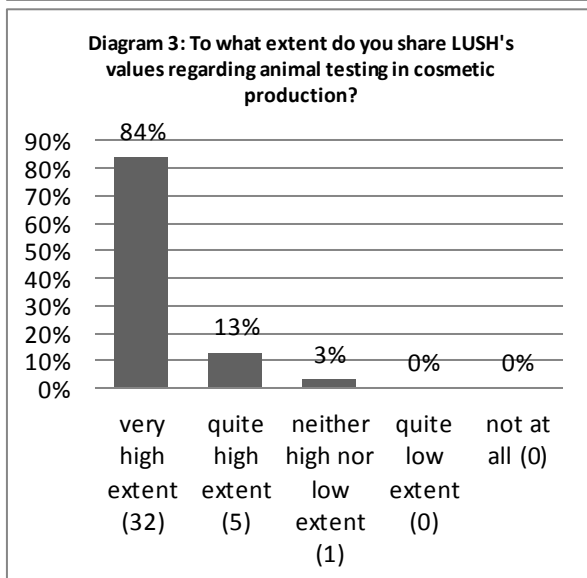
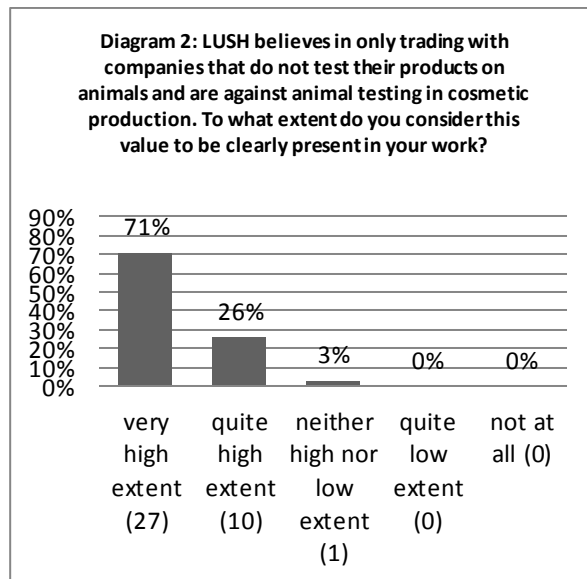
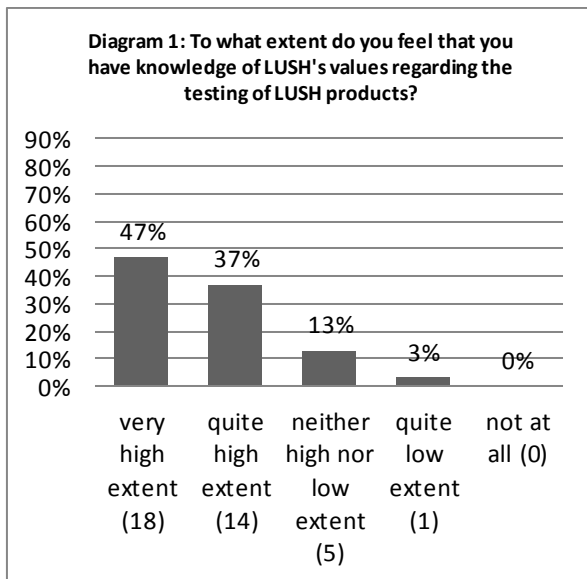
6.1 The testing of LUSH products

The results of the first theme, “The testing of LUSH products”, are presented in this section. The results of the first query, “To what extent do you feel that you have knowledge of LUSH’s values regarding the testing of LUSH products?”, are shown in Diagram 1. One respondent commented that the personnel receive informational papers at regular intervals, which the individual thought were of great value. Another respondent stated that it was these values that attracted him/her to seek employment at the studied organization.

In connection to this query, the respondents were asked from which sources they obtained their knowledge of LUSH’s values regarding the testing of LUSH products. The vast majority of the respondents chose the answer alternatives manager, colleague or the LUSH homepage.

The results of the next query within this theme, “LUSH believes in only trading with companies that do not test their products on animals and are against animal testing in cosmetic production. To what extent do you consider this value to be clearly present in your work?”, are shown in Diagram 2. One respondent stated that these values are clearly present from the manufacturing of the products to the brand of washing-up liquid used in the shops.

The results of the last query within this theme, “To what extent do you share LUSH’s values regarding animal testing in cosmetic production?”, are shown in Diagram 3.



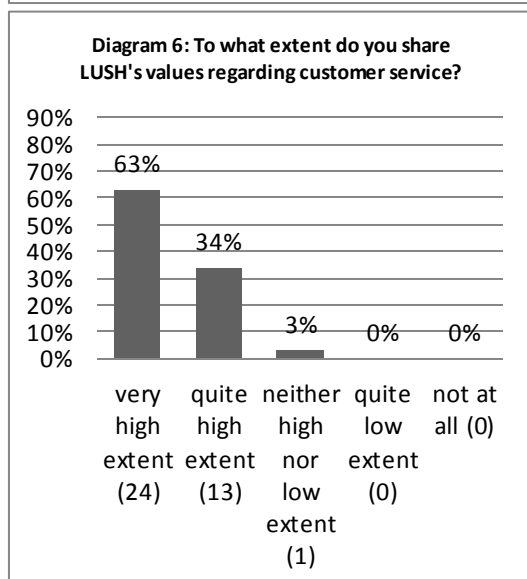
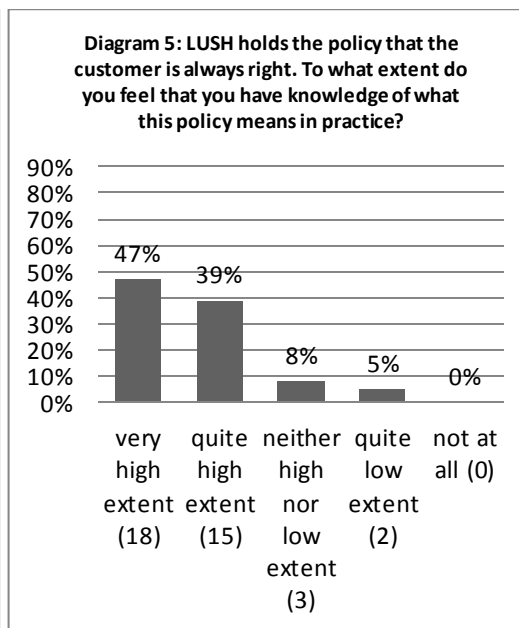
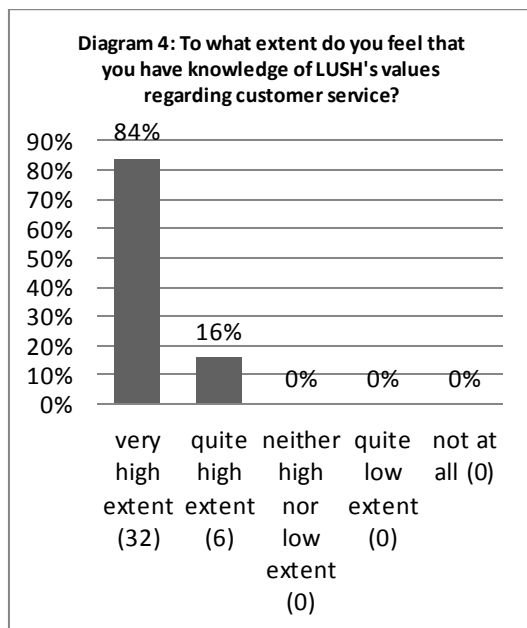
6.2 Customer service

The results of the second theme, “Customer service”, are presented in this section. The results of the first query, “To what extent do you feel that you have knowledge of LUSH's values regarding customer service?”, are shown in Diagram 4. One respondent stated that he/she had never really heard of this policy.

In connection to this query, the respondents were asked from which sources they obtained their knowledge of LUSH's values regarding customer service. The main answer alternatives chosen by the respondents were manager, colleague and training courses.

The results of the next query within this theme, “LUSH holds the policy that the customer is always right. To what extent do you feel that you have knowledge of what this policy means in practice?”, are shown in Diagram 5.

The results of the last query within this theme, “To what extent do you share LUSH’s values regarding customer service?”, are shown in Diagram 6.



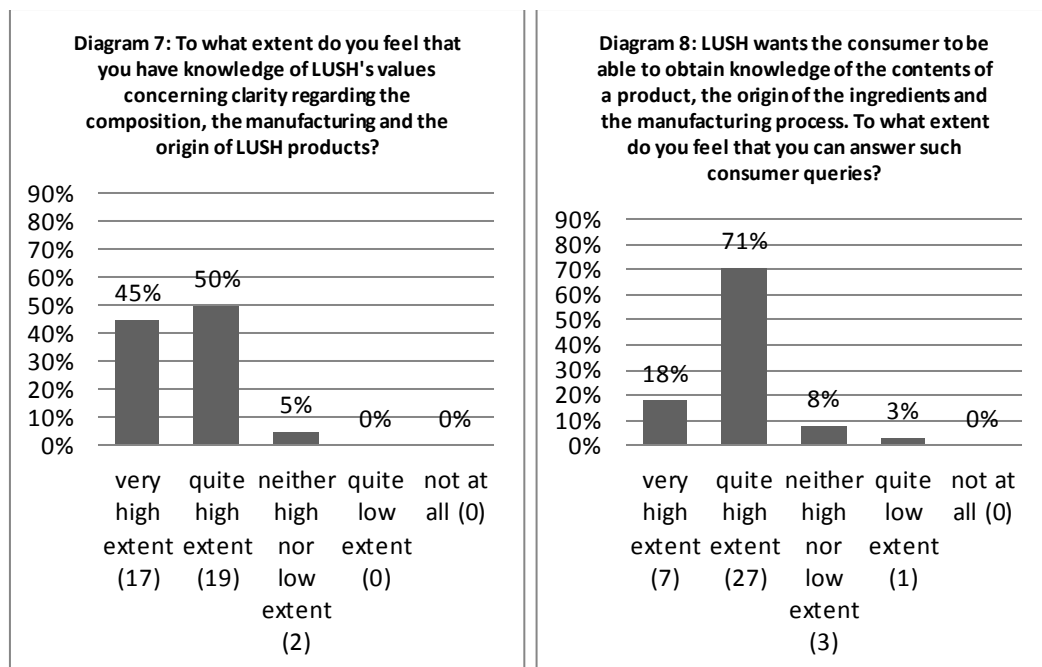
6.3 Clarity regarding the composition, the manufacturing and the origin of LUSH products

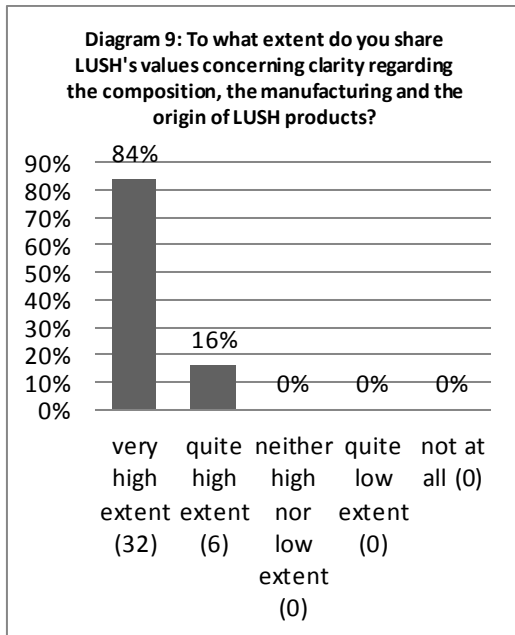
The results of the third theme, “Clarity regarding the composition, the manufacturing and the origin of LUSH products”, are presented in this section. The results of the first query, “To what extent do you feel that you have knowledge of LUSH’s values concerning clarity regarding the composition, the manufacturing and the origin of LUSH products?”, are shown in Diagram 7. One respondent stated that he/she greatly appreciates the amount of work put into the product information, both in LUSH Times as well as on the labelling of products. Another respondent stated that he/she feels that there is a lack of information concerning origin.

In connection to this query, the respondents were asked from which sources they obtained their knowledge of LUSH's values concerning clarity regarding the composition, the manufacturing and the origin of LUSH products. The main answer alternatives chosen were manager, the LUSH homepage and training courses.

The results of the next query within this theme, "LUSH wants the consumer to be able to obtain knowledge of the contents of a product, the origin of the ingredients and the manufacturing process. To what extent do you feel that you can answer such consumer queries?", are shown in Diagram 8. One respondent stated that the customers expect that LUSH Sweden AB employees are well informed with regards to these values and that these expectations differ from the expectations on other brands.

The results of the last query within this theme, "To what extent do you share LUSH's values concerning clarity regarding the composition, the manufacturing and the origin of LUSH products?", are shown in Diagram 9.





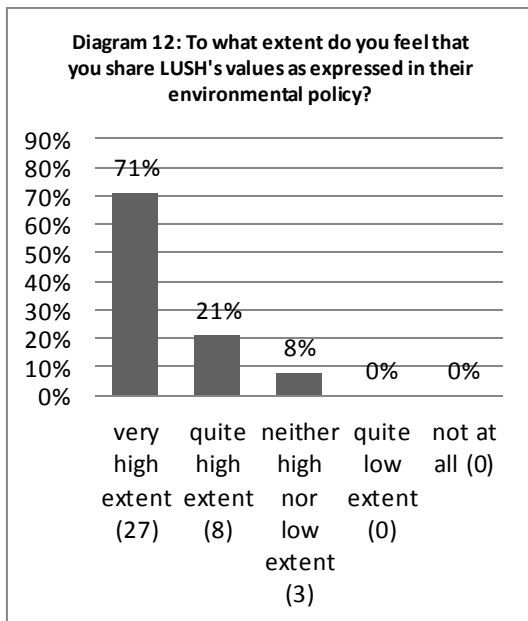
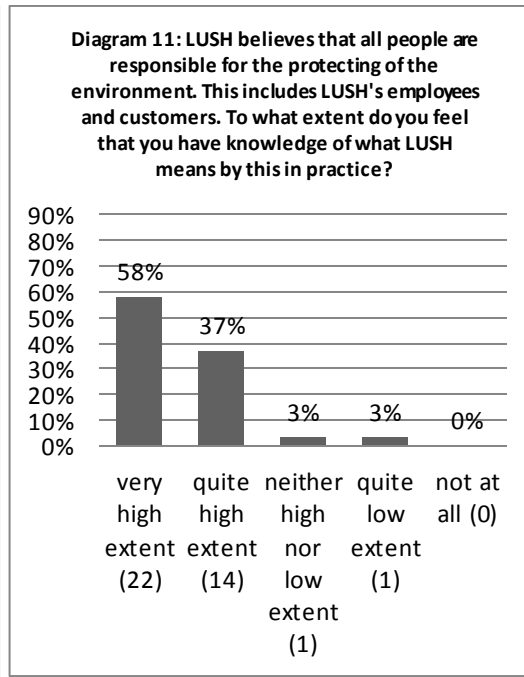
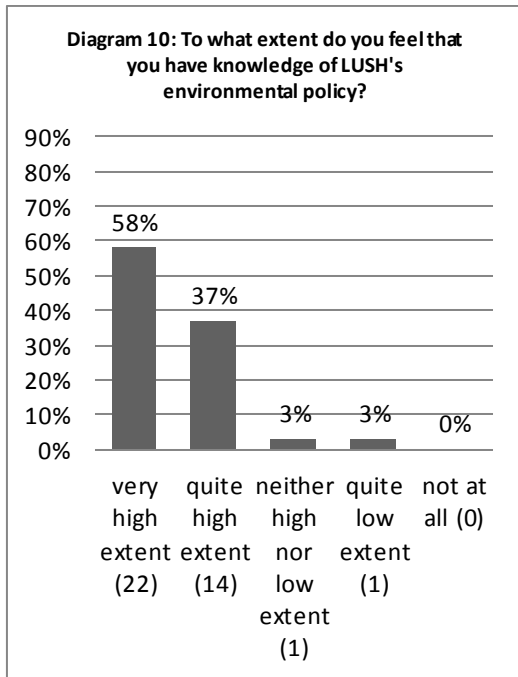
6.4 Environmental policy

The results of the fourth theme, “Environmental policy”, are presented in this section. The results of the first query, “To what extent do you feel that you have knowledge of LUSH’s environmental policy?”, are shown in Diagram 10.

In connection to this query, the respondents were asked from which sources they obtained their knowledge of LUSH’s environmental policy. The main answer alternatives chosen were manager, training courses and the LUSH homepage.

The results of the next query within this theme, “LUSH believes that all people are responsible for the protecting of the environment. This includes LUSH’s employees and customers. To what extent do you feel that you have knowledge of what LUSH means by this in practice?”, are shown in Diagram 11. One respondent stated that it is not always easy to know what the organization means in practice. Another employee stated that he/she had participated in staff meetings where training on how to make a positive impact on the environment was conducted.

The results of the last query within this theme, “To what extent do you feel that you share LUSH’s values as expressed in their environmental policy?” are shown in Diagram 12. One respondent stated that although he/she shares the values, he/she sometimes feel that the environmental values regarding packaging are prioritised too highly and at the expense of product quality and attractiveness.



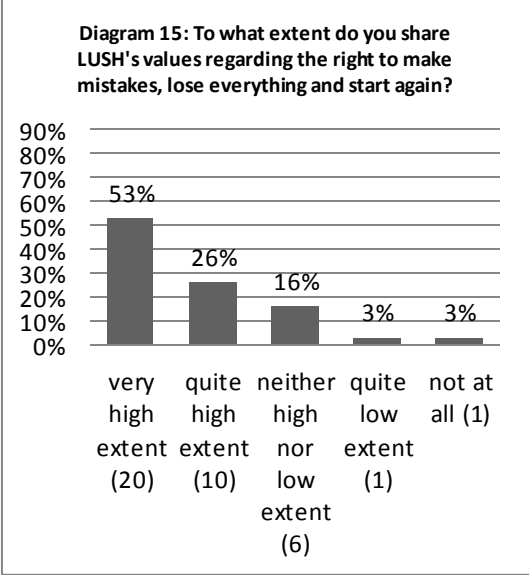
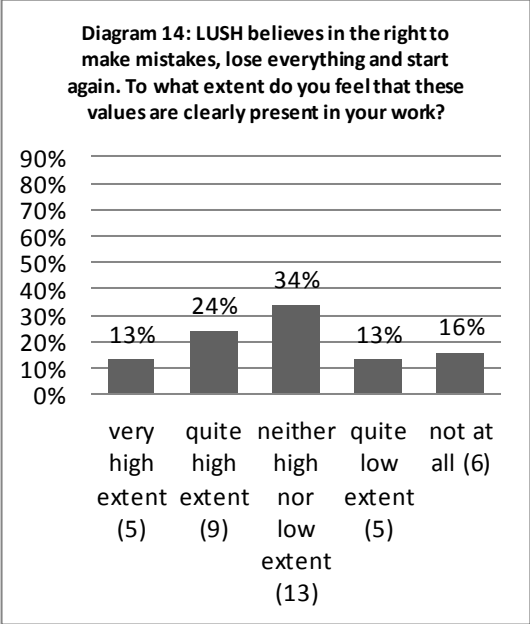
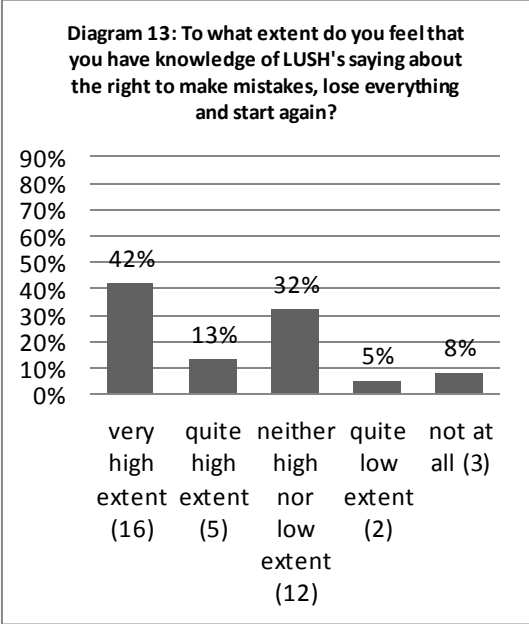
6.5 Tolerance and acceptance

The results of the fifth theme, “Tolerance and acceptance”, are presented in this section. The results of the first query, “To what extent do you feel that you have knowledge of LUSH’s saying about the right to make mistakes, lose everything and start again?”, are shown in Diagram 13. One respondent stated that he/she did not understand the query.

In connection to this query, the respondents were asked from which sources they obtained their knowledge of LUSH’s saying. The main answer alternatives chosen were the LUSH homepage, manager and other sources. Two of the respondents who chose the answer alternative other sources stated that the saying is printed on LUSH’s carrier bags.

The results of the next query within this theme, “LUSH believes in the right to make mistakes, lose everything and start again. To what extent do you feel that these values are clearly present in your work?”, are shown in Diagram 14. One employee did not feel that the personnel at his/hers place of work were allowed to make mistakes as they were reprimanded if they did. Another employee stated that he/she was unsure of how this could be present in their work. Several respondents stated that they did not understand the query.

The results of the last query within this theme, “To what extent do you share LUSH’s values regarding the right to make mistakes, lose everything and start again?”, are shown in Diagram 15. One respondent stated that they found the query difficult to answer as they did not consider the organization to act according to its value base. Another employee stated that these values lower LUSH’s quality.



6.6 LUSH's ethical campaigns

The results of the sixth theme, "LUSH's ethical campaigns", are presented in this section. The results of the first query, "To what extent do you feel that you have knowledge of LUSH's campaigns in different societal issues, for example human rights, animal rights and the environment?", are shown in Diagram 16. Two respondents commented that they are only familiar with the campaigns active in Sweden.

In connection to this query, the respondents were asked from which sources they obtained their knowledge of LUSH's ethical campaigns. The main answer alternatives chosen were manager, colleague and the LUSH homepage.

The results of the next query within this theme, "Many of LUSH's ethical campaigns have no direct connection to the selling of cosmetics but have rather been initiated following employees' commitment to various societal issues. To what extent do you feel that you can initiate a campaign?", are shown in Diagram 17. One respondent stated that any employee can pitch an idea for a campaign, but that it is important that the idea is aligned with the organizational values. Another employee commented that the Swedish management was not responsive to such ideas.

The results of the fourth query within this theme, "To what extent do you feel that you can influence a campaign?", are shown in Diagram 18. One respondent stated that he/she could highly influence campaigns by informing customers and turning their attention to the campaigns.

The results of the fifth query within this theme, "To what extent do you feel that you generally support LUSH's campaigns in different societal issues, for example human rights, animal rights and the environment?", are shown in Diagram 19. One respondent stated that he/she only supported some campaigns. He/she felt that LUSH supports organizations that could damage LUSH, but that it is a part of the company image to back organizations not backed by others.

The last query, "Are there any of LUSH's campaigns that you have found to be of special importance?", was an open-ended, optional query that generated 22 answers. The main campaigns that the respondents referred to were the charity pot, the tar sands campaign and the palm oil campaign.

Diagram 16: To what extent do you feel that you have knowledge of LUSH's campaigns in different societal issues, for example human rights, animal rights and the environment?

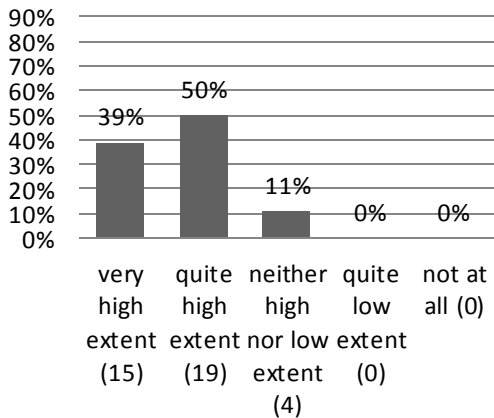


Diagram 17: Many of LUSH's ethical campaigns have no direct connection to the selling of cosmetics but have rather been initiated following employees' commitment to various societal issues. To what extent do you feel that you can initiate a campaign?

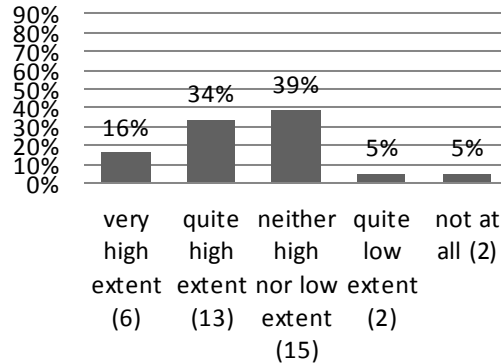


Diagram 18: To what extent do you feel that you can influence a campaign?

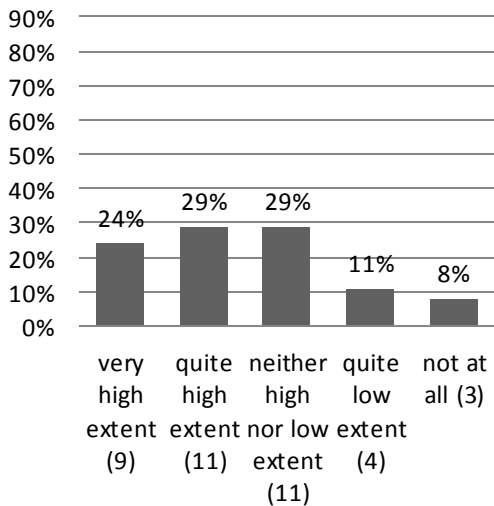
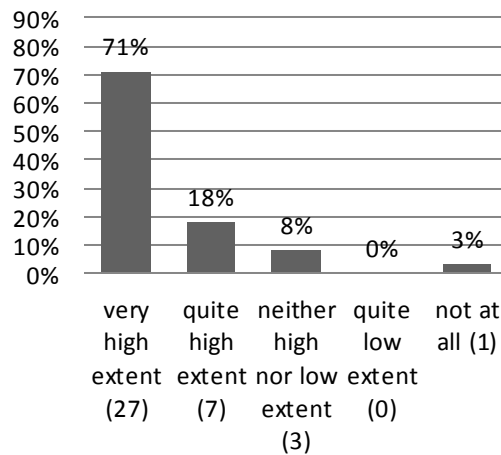


Diagram 19: To what extent do you feel that you generally support LUSH's campaigns in different societal issues, for example human rights, animal rights and the environment?



6.7 Staff policy

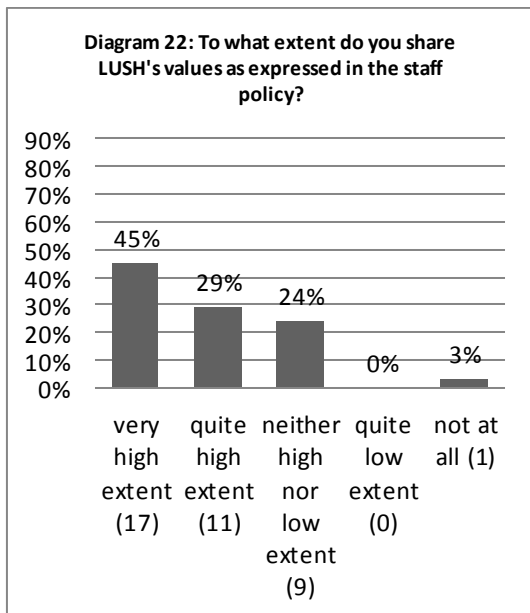
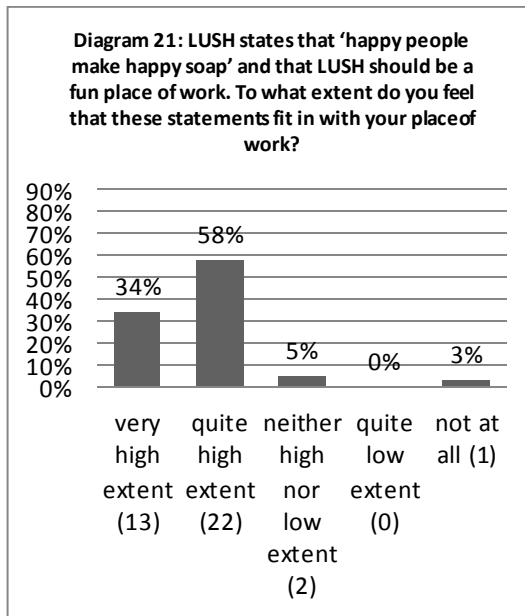
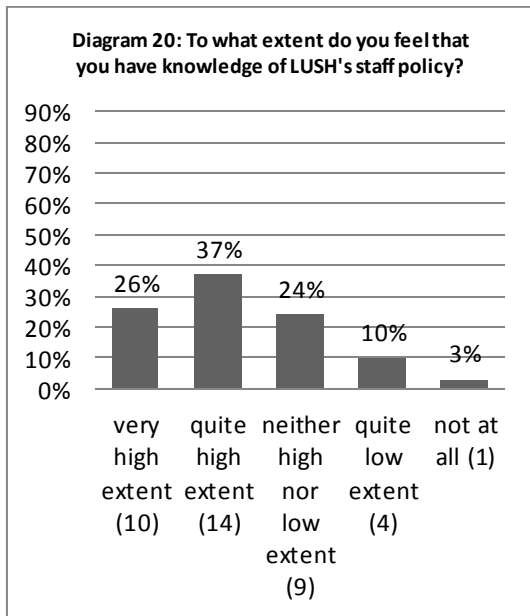
The results of the seventh theme, “Staff policy”, are presented in this section. The results of the first query, “To what extent do you feel that you have knowledge of LUSH’s staff policy?”, are shown in Diagram 20. One respondent was sceptical to whether there actually is a staff policy.

In connection to this query, the respondents were asked from which sources they obtained their knowledge of LUSH’s staff policy. The main answer alternatives chosen were manager and colleague.

The results of the next query within this theme, “LUSH states that ‘happy people make happy soap’ and that LUSH should be a fun place of work. To what extent do you feel that these statements fit in with your place of work?”, are shown in Diagram 21. Several respondents

expressed how much they enjoyed working at LUSH. One respondent stated that there is high pressure on shop personnel as they have to meet certain sales targets.

The results of the last query within this theme, ‘To what extent do you share LUSH’s values as expressed in the staff policy?’, are shown in Diagram 22. Several respondents commented that they were not aware of the staff policy.

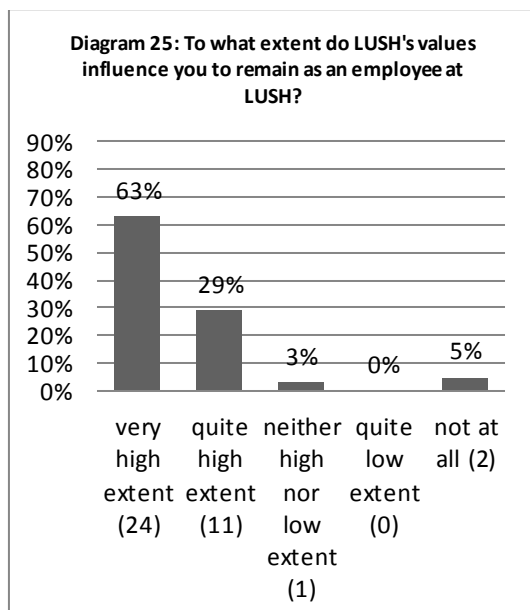
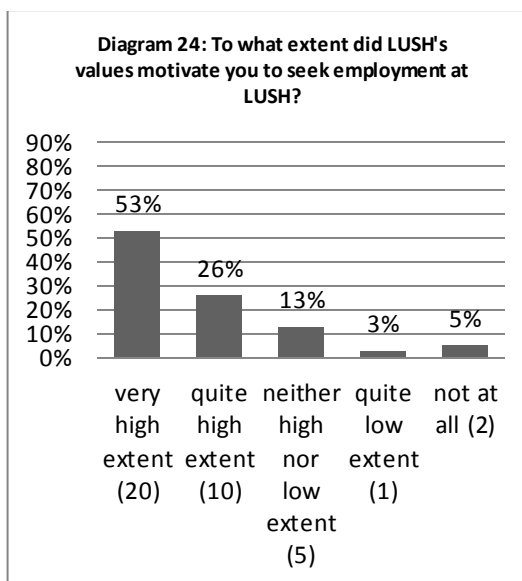
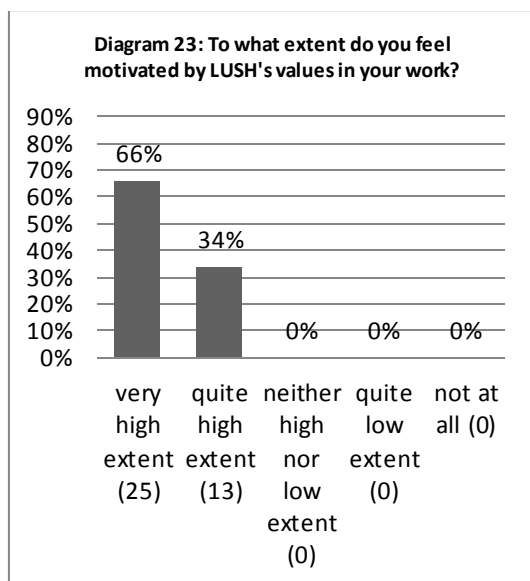


6.8 Motivation

The results of the eighth theme, “Motivation”, are presented in this section. The results of the first query, “To what extent do you feel motivated by LUSH’s values in your work?”, are shown in Diagram 23.

The results of the next query within this theme, “To what extent did LUSH’s values motivate you to seek employment at LUSH?”, are shown in Diagram 24.

The results of the last query within this theme, “To what extent do LUSH’s values influence you to remain as an employee at LUSH?”, are shown in Diagram 25. One employee stated that it was only the co-workers that motivated his/hers staying in the company.



7. Analysis

In this chapter, the theories from the theory chapter are applied and integrated with the empirical findings. To provide the reader with structure, the analysis is divided into sections based on the questions of this essay.

LUSH's value base coincides with Grankvist's (2009:17f) previously stated three responsibilities within the CSR arena and the company seems to overall attend to them. However, the results showed some discrepancies within the value base and this analysis helps to pinpoint the weaker areas.

7.1 The integration of LUSH's values

A company has credible values if the day to day work in the organization is aligned with the organizational values (Grankvist 2009). The survey showed that this alignment was generally high at the studied organization, and it was especially high within two themes: "The testing of LUSH products" and "Environmental policy". In these themes, 95 per cent or more of the respondents chose the answer alternatives very high extent or quite high extent when asked about the alignment. The values within the theme "Customer service" also showed a high alignment with the day to day work, as 86 per cent of the respondents chose the answer alternatives very high- or quite high extent. As 32 of the 38 respondents work in the company's shops, it may not be surprising that the values concerning customer service are highly aligned with their day to day work. In addition to this, LUSH's beliefs regarding the environment and testing of products are values which the company uses to market its' products with. This could result in these values being present in the shops as the shops are marketing arenas. One comment indicated that the respondent thought that the company policy on testing was present in all their work. This comment shed light into the reasons behind the high levels of alignment. A common trait for the three above stated themes was the fact that the respondents favoured the answer alternative very high extent.

The results of the themes "Clarity regarding the manufacturing, the composition and origin of LUSH's products" and "Staff policy" showed a high alignment but differed slightly from the previously discussed themes. Within these themes, 89 per cent and 92 per cent respectively chose very high extent or quite high extent when asked about the alignment of the practical work with the organizational values. However, the relationship in comparison with the themes "The testing of LUSH products", "Environmental policy" and "Customer service" was reversed as the dominant answer alternative was quite high extent instead of very high extent. Nevertheless, the comments generally expressed a happiness of working at LUSH Sweden AB, although one respondent commented on his or her feeling of stress to meet the sale targets. This comment could indicate a potential conflict between the value of profitability and the company staff policy.

The question concerning value integration within the theme "Tolerance and acceptance" differed greatly from the previously analysed results as only 37 per cent of the respondents chose very high extent or quite high extent. This suggests a relatively low alignment between

this value and the day to day work of the employees. The comments provided by the respondents further supports this lack of alignment. A lack of alignment between values and day to day work can cause disenchantment amongst employees (Cha & Edmondsson 2006). If the actions of management and the organizational values are not aligned, it can give rise to hypocrisy attribution. One respondent commented that if an employee at his or her workplace made a mistake, they were reprimanded. To reprimand employees when they make mistakes could be seen as not being aligned with the value as expressed by the company.

A problem when attempting to achieve such value alignment can be the need for a company to balance ethical values with demands and values on profitability and fulfilling goals (Cha & Edmondsson 2006). In some cases one value has to be prioritized over another which can lead to hypocrisy attribution. As the great majority of the respondents worked in sales, it is quite possible that the value of profitability often becomes the dominant value. One respondent commented that he/she was unsure of how this value could be present in their work. This could be seen as supportive of the argument that the value of profit is dominant. However, as the organizational values state the belief in making a profit, it is possible that the risk of hypocrisy attribution is somewhat lowered. Employees may have a level of understanding for conflicting values, but if the value driven organization instead did not have any values on profitability, the employees would find it more difficult to understand the prioritizing of profitability. The value driven organization needs to have a trustworthy image based on credible values in order to appear sincere to stakeholders (Grankvist 2009). By clearly stating and prioritizing profitability values, the striving to make a profit over other, less clearly prioritized values can become credible.

Organizational values must be integrated at all levels of the organization in order for the values to be credible (Barrett 1998). With regards to the studied organization's values, it can be concluded that they appear overall to be well integrated in the day to day work of the employees. With the generally high alignment that exists between the values and the day to day work it seems unlikely that there would be much risk of hypocrisy attribution.

7.2 The alignment between the CSR initiatives and the organizational values

The studied organization conducts many CSR initiatives, and as discussed in the theory chapter it is of importance for the success of these initiatives that they are aligned with the organizational values (Maignan, Farrell & Farrell 2005). As the organization has a public profile as a campaigning and ethical company, it could be argued that this alignment is especially relevant. As part of this analysis we have conducted a comparing analysis of the three campaigns highlighted by the survey respondents; the charity pot, the tar sands campaign and the palm oil campaign. As discussed in the background chapter of this essay, LUSH's primary causes are environmental sustainability and animal rights, and the value base incorporates values concerning these causes. The three campaigns all concern environmental sustainability and/or animal rights, although the charity pot also incorporates other causes such as human rights. However, the major share of the revenue from the charity pot, 44 per cent, is given to environmental groups.

It could be argued that these three initiatives are high-fit, according to Hill & Becker-Olsen's (2005) theory on fit, as they are seemingly aligned with the organizational values. To exemplify, one value states that the word organic has a "meaning beyond marketing", which implies that the company considers the environment to be one of its priorities. It would therefore not be out of line for the company to conduct CSR initiatives concerning environmental sustainability. However, the values do not incorporate any values that clearly concern human rights. The value of "happy people making happy soap" is interpreted by us as only concerning LUSH Sweden AB employees. Therefore, it could be argued that it is not surprising that the campaigns directly concerning human rights were not highlighted by the respondents. The campaigns concerning human rights could consequently be branded as being low-fit, as they are not clearly aligned with the values. The campaign "World development movement" was not mentioned by any of the respondents, which could derive from the CSR initiative being low-fit. Since one respondent commented that the company only conduct CSR initiatives that align with its value base, it could be argued that, because of the mentioned low-fit initiatives, the value base lacks some value clarity. Supporting this theory is the fact that the respondent in question worked at the headquarters and would therefore possibly not be fully aware of how the initiatives are perceived throughout the organization. Values in the value driven organization can, as stated in the theory chapter of this essay, be clear to management but suffer misinterpretation by the employees if they are not clearly communicated (Cha & Edmondsson 2006).

If the values of the value driven organization are shared by its employees, the employees can feel a sense of spiritual motivation. The spiritual motivation is created through employees doing work that has a more personal meaning to them (Barrett 1998). Therefore, if the employees share the organizational values and work with the different CSR initiatives, they should acquire a sense of meaning and consequently feel a degree of spiritual motivation. These factors can be sources of work motivation as well as sources of job satisfaction (Hill & Becker-Olsen 2005). Employees may feel that they are making a difference through the different ethical campaigns. However, results from the theme "LUSH's ethical campaigns" showed that nineteen per cent of the employees felt that they could only influence a campaign to a quite low extent or that they could not at all influence a campaign. These findings show a minor lack of opportunity for employees to create a sense of meaning. It could be argued that employees would need to be able to influence the campaigns for them to feel that they are making a difference and creating meaning. In addition to these results, ten per cent of employees felt that they could only to quite low extent, or not at all, initiate a campaign which also could indicate a lack of opportunity to create meaning.

The results from the theme "LUSH's ethical campaigns" showed that eleven per cent of the respondents state that they support the campaigns, either to a neither high nor low extent or not at all. It could be argued that it is the conducting of low-fit initiatives that makes some respondents unsupportive of the campaigns. As stated in the theory chapter of this essay, the stakeholders of an organization will attempt to understand the CSR initiatives by trying to find the motives behind them (Hill & Becker-Olsen 2005). In this attempt they will attribute the motives to being either self-serving or public serving. If the employees look upon an

initiative with suspicion because it is low-fit, they could arguably be more inclined to think that the motives behind the initiative are self-serving. Employees could develop negative attitudes towards the company if they attribute the motives as self-serving, but this is seemingly not an occurrence at the studied organization. As previously stated, the overall results were positive and several comments revealed positive attitudes towards the company, as well as its ethical stance and value base. However, it could be of value for the studied organization to consider an initiatives' status as high- or low-fit, as a low-fit initiative can damage the company's credibility and the effects of this could ripple through the value driven organization.

7.3 The communication and clarity of the LUSH value base

As previously stated, the term value clarity refers to the degree all employees of an organization understands the value base. The results indicated that there was a high level of value clarity concerning most of the investigated values. These values also had similar, although not identical, answer alternatives chosen regarding the channels by which the respondents had acquired information about the values. The overall main chosen answer alternative, manager, showed a generally high degree of active communication from the employer.

However, some of the surveyed values did not show as high a degree of value clarity. "Tolerance and acceptance" was one of the themes showing a lower degree of value clarity. This was supported by comments from respondents that indicated an uncertainty on how these values were connected to their work. Furthermore, it is important that values are clearly communicated and interpreted similarly by all employees, which can be achieved by management clearly communicating the values to the employees through dialogue (Cha & Edmondsson 2006, Jimenez 2009). The top three chosen answer alternatives when asked from where they attained their knowledge were the LUSH homepage, manager and other sources. This showed that employees, to an extent, attained knowledge of this value through sources not typically thought of as direct communication channels from employer to employee. The employees attaining the knowledge through these sources could result in a variance in the interpretation of the value amongst the employees.

The theme "Staff policy" also showed a lower degree of value clarity. The results from this theme indicated that the policy was partially actively communicated, as one of the main answer alternatives chosen was manager. However, the other main answer alternative, colleague, could be a problematic source as dialogue between colleagues may result in a shared meaning of the value amongst the engaged parties. An alignment concerning the interpreted meaning of organizational values amongst employees could lead to a high degree of value clarity, but it could also lead to misinterpretations as colleagues can collectively misread the values (Cha & Edmondsson 2006, Jimenez 2009). As several respondents stated that they were not aware of a staff policy, this might be an occurrence at the studied organization. In addition to this, management may not have been clear in their communication of the values lacking value clarity. LUSH Sweden AB could therefore benefit from increasing

and clarifying the active communication of the staff policy and the values within the theme “Tolerance and acceptance” to decrease the possible misinterpretations amongst employees as well as raise awareness of these values.

Furthermore, several employees did not feel that they understood the question of whether or not they shared the values as expressed in the staff policy. If values lack clarity and/or are not clearly communicated by management, it is consequently difficult for the employees to state that they share them. This occurrence was also apparent within the theme “Tolerance and acceptance”, where several respondents did not understand the questions and one respondent stated that he/she did not feel that the company acted according to its value base. This comment could indicate an element of hypocrisy attribution. The employee in question expressed disappointment in LUSH Sweden AB for not acting according to its values, and therefore found it difficult to feel that he/she shared the values regarding tolerance and acceptance. This issue can originate from either problems regarding value clarity, or through LUSH Sweden AB not acting according to its values. If the values are not clearly communicated, the employees will be left to freely interpret the value driven organizations value base, which consequently leaves room for misinterpretations (Cha & Edmondsson 2006). If management does not act according to the organizational values, resentment and disappointment amongst the employees stemming from hypocrisy attribution can arise.

The results within the theme “Motivation” were overall relatively positive. As 66 per cent of the employees felt motivated to very high extent in their work by the organizational values, and the remaining 34 per cent felt motivated to a quite high extent, the results showed that the value base was a source of work motivation. As discussed in the theory chapter of this essay, for a value base to be a motivational source it needs to be strong and well communicated (Barrett 1998, Cha & Edmondsson 2006). As the main results from the survey themes showed that the organizational values were seemingly well communicated and that there was a high awareness of the values amongst the employees, it could be argued that the studied organization holds a strong value base.

The results showed a generally high degree of value clarity amongst the employees. In the two themes where value clarity was lower, the results indicated that the values were not to as high an extent communicated to employees through clear and/or active communication. In addition to this, the possibility for the values to be a motivational source was dependent on the two alignment variables of our study. If these two variables showed positive results, when viewing individual results, the motivational variable followed suit. The same was true for the reversed discussion, if the respondents answered negatively on the questions concerning alignment, they also answered negatively on the questions within the theme “Motivation”.

7.4 The alignment between the organizational values and the employees' values

The results of the survey showed that the employees share the organizational values to a high degree. Most respondents answered “to very high extent” when asked if they shared the

values within the different themes of the survey. As discussed in the theory chapter of this essay, it is important for the value driven organization to achieve an alignment between the values of the organization and the values of its employees (Zenyucel 2009, Herrbach & Mignonac 2007, Cha & Edmondsson 2006, Barrett 1998). If the employees' values differ from the organizational values, the organization has to attempt to balance the different values (Cha & Edmondsson 2006). In LUSH Sweden AB's case, this should not occur as there seems to be a high level of alignment.

A possible explanation for the results of high alignment could be that the studied organization has distinct and integrated values and therefore attracts employment seeking individuals who share these values (Maignan, Farrell & Farrell 2005). Since 79 per cent of the employees stated that the company value base to a very or quite high extent motivated them to seek employment with LUSH Sweden AB, this may be a valid explanation worth considering. These findings are also in line with Herrbach & Mignonacs (2007) discussion on values as a possible motivational source when seeking employment. The organizational values do not only seem to help with attracting employment seekers, but they also seem to help with retaining them as 92 per cent of the employees were motivated either to a very or quite high extent by the organizational values to stay with the company. It could be argued that the employees who were attracted by the organizational values were attracted because they themselves share these values. This would help to explain the alignment between employees' values and organizational values as shown in the results. Only five per cent of the employees stated that they were not at all motivated to seek employment by the organizational values.

Overall, the survey showed mainly positive results over all themes and questions. This could be the result of the high alignment between the employees' values and the company value base as the employees sharing the organizational values could have the effect of improving employees' attitudes and behaviour. Job satisfaction is also more likely to resonate amongst employees if the discussed alignment exists (Herrbach & Mignonac 2007). For a company to successfully balance the values of its stakeholders, they can attempt to form a strong value base (Herrbach & Mignonac 2007). The results from the study, together with LUSH's statements on only dealing with suppliers and subcontractors who share its values, indicate that the organization attempts to create a value alignment with its stakeholders.

8. Conclusions and concluding discussion

In this final chapter, the questions listed under the heading “Questions and aim” will be answered and conclusions will be made. To provide the reader with structure and to ease the navigation process, the different questions are sectioned. Following the conclusions, there is a concluding discussion on the studied value driven organization. This discussion also entails suggestions for further research and some limitations of our study’s general applicability are debated.

8.1 To what extent are the organizational values integrated within the studied value driven organization?

The organizational values show a high degree of integration within LUSH Sweden AB. Where lower integration appears to exist, it is possible that the fact that a majority of the group worked in sales may have had an impact on the result. It is possible that if the questionnaire had been mainly answered by employees in the production line, the results would have differed.

Another reason for the sometimes lower integration could be the company’s value of profitability as the profitability value can sometimes be dominating in comparison to ethical values. It could be argued that the profitability value’s dominance is sometimes necessary as the company otherwise would appear untrustworthy to stakeholders. Furthermore, the employees, since they most likely desire a continued employment and raised salaries, may put indirect pressure on the company to increase the importance of profitability. Although some values had a slightly lower level of integration, this should not be a source of hypocrisy attribution if the employees can see that the prioritizing of another value is the reason behind this.

In conclusion, the values of the studied organization are overall well integrated in the day to day work. LUSH Sweden AB holds the value of profitability but seemingly manages to achieve a balance between this value and its ethical values.

8.2 To what extent are the organizational values aligned with the organization’s CSR initiatives?

As we have not conducted thorough research of all LUSH’s CSR initiatives, this question will be answered based on the gathered results, as well as on the analysis of these results. The analysis showed that some of the CSR initiatives were clearly aligned while some were more vaguely aligned. However, as the company brands itself as an ethical company, one could argue that all public serving CSR initiatives, to a degree, are aligned with its value base. The seemingly low-fit initiatives, focusing on human rights issues, could be considered as ethical initiatives and their level of fit would rise. As the results showed, the low-fit initiatives gained less recognition amongst the respondents than the high-fit initiatives. To address these

findings and raise the level of fit for the low-fit campaigns, LUSH may need to incorporate clear values concerning human rights.

Our research is consistent with the research of Hill & Becker-Olsen (2005), as they also found that the alignment and the success of a CSR initiative are variables dependent on each other.

According to our research, the employees generally have a high level of support for the CSR initiatives, and they also have a high level of knowledge about them. The alignment should play a vital role in affecting the employees' support level as well as their level of knowledge. As our research has revealed a clear alignment between the values of the employees and the organizational values, initiatives based on these values should consequently be supported by the employees.

The results revealed that LUSH Sweden AB make use of its value base as the values helps to attract and keep the employees. Many aspects play a role in these findings, as discussed in the analysis. The results from the theme "Motivation" were dependent on the results from the questions on alignment. This finding gathers support from our theoretical base.

In conclusion, the values are generally aligned with the CSR initiatives. There are some initiatives where the alignment is vague but most studied initiatives show a clear alignment. These findings are further explained and strengthened by the high level of alignment between the organizational values and the employees' values.

8.3 To what extent are the organizational values clearly communicated to the employees of the studied value driven organization?

The discussion on whether the values were clearly communicated incorporated the term value clarity. We concluded that if there was a high degree of value clarity, the values would have been clearly communicated. There were indications in the results of a possible connection between lack of clear and active communication and lack of value clarity.

Some of the values showed a lower degree of value clarity than others, and there was a slight level of scepticism amongst some employees to whether or not LUSH Sweden AB even held these values. These issues were put down to a lack of active and/or clear communication from the employer or that management may sometimes not be acting according to the organizational values.

In conclusion the level of value clarity was high concerning most of the studied values. The two themes where the level of value clarity was lower were "Staff policy" and "Tolerance and acceptance". In the theme "Tolerance and acceptance" there appeared to be a lower degree of active communication of the values by the employer, whereas the theme "Staff policy" indicated a lack of clear communication.

8.4 To what extent are the organizational values aligned with the values of the employees?

The survey showed that the organizational values are seemingly aligned with the values of the employees. Furthermore, the survey showed that many employees were motivated by LUSH's values when seeking employment. Therefore, it is probable that individuals seeking employment at LUSH Sweden AB already have values that are aligned with the organizational values. Some of the studied organizational values may be of such universal nature that they are aligned with the values of individuals in general.

The values that showed a lower degree of integration also showed indications of a lack of value clarity. It may therefore be of interest for LUSH Sweden AB to investigate if there is a need to more clearly communicate certain values through official channels. It is important that employees interpret values as the organization intends them, in order to avoid a myriad of misinterpretations. Misinterpretations could result in hypocrisy attribution which is damaging for the value driven organization. Although some hypocrisy attribution could exist at LUSH Sweden AB, the indications from this survey showed a generally high alignment between the values of the employees and the organizational values, as well as indications of a high level of job satisfaction.

The results showed that the employees are generally motivated by the organizational values. As our results also showed that employees' values and the organizational values were overall highly aligned, these findings are consistent with the previous research conducted by Herrbach & Mignonac (2007). If the value base would have been weaker and less aligned, the results from the theme "Motivation" would possibly have been more negative.

In conclusion, a value driven organization is dependent on the employees sharing the organizational values as this is of great importance for the credibility of the value driven organization. LUSH Sweden AB appears to have a high alignment of the organizational values and the employees' values. This indicates a high degree of value credibility.

8.5 Final conclusions and further research

Our research has proven LUSH Sweden AB to be a value driven organization with a well-integrated and utilized value base. It should be noted that we have not made any comparing studies of other organizations so we cannot form any comparative conclusions. Theoretically, all value driven organizations could have a well-integrated value base. However, the previous research on this topic paints a different picture. The study has revealed overall positive results which presumably can be concluded to derive from the studied organization having a credible and functional value base. The internal values, such as staff policy showed tendencies of being less clearly communicated and aligned with the work and the employees than the external values, such as the testing of LUSH products.

A value driven organization has to manage the complex task of balancing values and demands from different stakeholders. LUSH Sweden AB seem to attract employees that share its value base, and the organization state that it does not associate itself with stakeholders that do not

act according to the value base. By being true to its values, the organization makes its values credible and let the values imbue the organization. The effects of these actions resonate through the results from our study. The previous research within this area shows that value alignment with employees' values, CSR initiatives and the work the organization does will generate high levels of work motivation, job satisfaction, organizational commitment and spiritual motivation. In addition to this, such high levels of alignment will improve stakeholders' attitudes towards a company and its work. Although this study examines these variables to a degree, it is on a somewhat conclusive level and not very in-depth. Only the motivational aspect has been further researched by us, even though aspects of the other variables are touched upon in the different themes. LUSH Sweden AB could therefore benefit from researching the above stated variables to ensure that there are high levels of each variable. Comparative data could also possibly be drawn from a potential employee satisfaction survey.

As stated in the theory chapter of this essay, it is important that LUSH Sweden AB gradually conduct follow-ups on the organizational values and make sure that they maintain the generally high levels of integration and alignment that this study showed. The organization could seemingly also gain from making efforts to integrate the internal values as the external values seem to be integrated. Active and clear communication from employer to employee could be a way of achieving this integration as the internal values seemed less actively and/or clearly communicated than the external values. It is seemingly easy for an organization to express its status as value driven, but it may be a more complicated task to ensure the integration of the values and that they are carried out in practice. The studied organization could also benefit from ensuring that its values are not just words on pieces of papers, or indeed writings on the LUSH carrier bags. Instead the values should resonate throughout the value driven organization and imbue every action they take, product and service they provide and stakeholder they associate themselves with.

Further research on a more scientific level can be conducted by doing similar comparative studies on other organizations. In theory, the findings of this study, although supported by previous research, could be specific for LUSH Sweden AB. Therefore, as previously stated, the generalisation ability of this study is limited. The conclusions drawn in this study are on a case specific basis. However, this study can be of interest for other researchers as it is a case study of a value driven organization and it can be used in comparing studies to create an understanding of the integration of value bases of such organizations. Other organizations can view this study as it provides an insight into the positive effects of having value alignment, well integrated values and a strong value base. As more organizations are choosing to be value driven, the study is seemingly of relevance for the modern business sphere.

An interesting find in the study is the indication that the internal values show tendencies to be less known and less integrated than the external values. This finding could make for interesting further research and it could also complement previous research conducted on this topic. Another interesting find is that the motivational variables were dependent on the alignment variables. This finding supports previous research and clarifies the need for the value driven organization to be consistent in its work and have alignment between the value

base and its stakeholders. The value driven organization can risk hypocrisy attribution but gain motivated and happy employees. As previously stated the employees are crucial stakeholders to the value driven organization, as they act as intermediaries of the organizational values to the public. The value driven organization having credible values is at the core of its potential success.

The value driven organization is truly inspiring to study and our survey showed that LUSH Sweden AB is a seemingly well-functioning specimen. However, the studied literature and research on this topic present many issues connected to the value driven organization with a dysfunctional value base. In addition to this, the research and literature show how difficult the task of building a strong value base is. We are aware that our image of the value driven organization might have differed if we would have studied a value driven organization with a more dysfunctional value base. The initial aim of this study was to compare the integration of values in two value driven organizations, but none of the other approached organizations wanted to participate in this study. As values can be seen as representing the core of an organization, some companies might feel that it is far too private and sensitive to let outsiders view and investigate these aspects of the organization.

Our hopes and aspirations for this study were to provide the reader with an insight into the organizational values of a value driven organization, through a case study on a relatively well known organization. We will carry with us the knowledge attained while conducting this study and writing this essay in our future careers.

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Appendix

Appendix 1

LUSH's Campaigns	Primary Cause Direction	Note
World Development Movement	Human rights	
Why Biofuels Are Not Green	Environmental Sustainability	Multiple causes
Vote For Animals Too	Animal Rights	
The Problem with Palm Oil	Human rights	Multiple causes
Save Sharks Around the world	Animal Rights	
Trains not Planes	Environmental Sustainability	
Binyam is Free	Human rights	
Animal Protection Agency	Animal rights	
Meat Free Week	Animal Rights	Multiple causes
Greyhound Racing	Animal Rights	
Like a bat out of hell	Animal Rights	
World Vegan Day	Environmental Sustainability	Multiple Causes
Animal Aid	Animal Rights	
Frost Fairs	Environmental Sustainability	
Tar Sands	Environmental Sustainability	

Appendix 2

LUSH

Välkommen!

Tack för att du tar dig tid att delta i undersökningen. Börja att besvara enkäten genom att klicka på knappen nedan.

Den här enkäten innehåller 40 frågor

Generella frågor

1 [1] Kön *

Välj **bara en** av följande:

- Kvinna
- Man

2 [2] Ålder *

Välj, **som mest** 1 svar:

- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

3 [3] Hur länge har du arbetat på LUSH? *

Välj, **som mest** 1 svar:

- 0-1 år
- 1-3 år
- 3-7 år
- 7-10 år
- 10+ år

4 [4] Typ av anställning

Välj, **som mest** 1 svar:

- Tillsvidareanställd
- Visstidsanställd
- Timanställd

5 [5] Hur många timmar arbetar du i snitt per vecka? *

Välj, **som mest** 1 svar:

- 1-10
- 11-20
- 21-30
- 31-35
- 36-40
- 41+

6 [6] Är du fackligt ansluten?

Välj **bara en** av följande:

- Ja
- Nej

7 [7] Var är din anställning? *

Välj, **som mest** 1 svar:

- Huvudkontor/Postorder
- Butik

Testning av försäljningsprodukter

8 [8] I vilken utsträckning känner du att du har kunskap om LUSH värderingar om testning av försäljningsprodukter? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

9 [9] Varifrån har du fått kunskaper om LUSH värderingar om testning av försäljningsprodukter? *

Svara bara på denna fråga om följande villkor är uppfyllda:

° Svaret var 'I mycket hög utsträckning' eller 'I ganska hög utsträckning' eller 'I varken hög eller låg utsträckning' eller 'I ganska låg utsträckning' på fråga '8 [8]' (I vilken utsträckning känner du att du har kunskap om LUSH värderingar om testning av försäljningsprodukter?)

Välj **som mest** 3 svar och skriv en kommentar:

- Chef
- Kollega
- LUSH officiella webbsida
- LUSH intranät
- Introduktionsmaterial
- Utbildningskurser
- Utskick
- Media
- Reklam
- Annat sätt

Kommentera gärna i fälten bredvid dina svar

10 [10] LUSH tror på att bara handla med företag som inte testar sina produkter på djur och är emot djurförsök vid kosmetikproduktion. I vilken utsträckning anser du att denna värdering är tydlig i ditt arbete? *

Välj **bara en** av följande:

- I mycket hög utsträckning
- I ganska hög utsträckning
- I varken hög eller låg utsträckning
- I ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

11 [11] I vilken utsträckning delar du LUSH värderingar om djurförsök vid kosmetikproduktion? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

Kundbemötande

12 [12] I vilken utsträckning känner du att du har kunskap om LUSH värderingar om kundbemötande? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

13 [13] Varifrån har du fått kunskaper om LUSH värderingar om kundbemötande? *

Svara bara på denna fråga om följande villkor är uppfyllda:

° Svaret var 'I mycket hög utsträckning' eller 'I ganska hög utsträckning' eller 'I varken hög eller låg utsträckning' eller 'I ganska låg utsträckning' på fråga '12 [12]' (I vilken utsträckning känner du att du har kunskap om LUSH värderingar om kundbemötande?)

Välj **som mest** 3 svar och skriv en kommentar:

- Chef
- Kollega

- LUSH officiella webbsida
- LUSH intranät
- Introduktionsmaterial
- Utbildningskurser
- Utskick
- Media
- Reklam
- Annat sätt

Kommentera gärna i fälten bredvid dina svar

14 [14] LUSH har som policy att kunden alltid har rätt. I vilken utsträckning anser du att du har kunskap om vad denna policy innebär i praktiken? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

15 [15] I vilken utsträckning delar du LUSH värdering om kundbemötande? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

Tydlighet i produkternas sammansättning, tillverkning och ursprung

16 [16] I vilken utsträckning känner du att du har kunskap om LUSH värderingar om tydlighet i produkternas sammansättning, tillverkning och ursprung? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid ditt svar

17 [17] Varifrån har du fått kunskaper om LUSH värderingar om tydlighet i produkternas sammansättning, tydlighet och ursprung? *

Svara bara på denna fråga om följande villkor är uppfyllda:

° Svaret var 'I mycket hög utsträckning' eller 'I ganska hög utsträckning' eller 'I varken hög eller låg utsträckning' eller 'I ganska låg utsträckning' på fråga '16 [16]' (I vilken utsträckning känner du att du har kunskap om LUSH värderingar om tydlighet i produkternas sammansättning, tillverkning och ursprung?)

Välj **som mest** 3 svar och skriv en kommentar:

- Chef
- Kollega
- LUSH officiella webbsida
- Lush intranät
- Introduktionsmaterial
- Utbildningskurser
- Utskick
- Media
- Reklam
- Annat sätt

Kommentera gärna i fälten bredvid dina svar

18 [18] LUSH vill att konsumenten skall kunna få kunskap om vad produkten består av, var ingredienserna kommer ifrån och hur den har tillverkats. I vilken utsträckning anser du att du kan besvara sådana kundfrågor? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

19 [19] I vilken utsträckning delar du LUSHs värdering om tydlighet i produkternas sammansättning, tillverkning och ursprung? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

Miljöpolicy

20 [20]

I vilken utsträckning känner du att du har kunskap om LUSH miljöpolicy? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning

- I varken hög eller låg utsträckning
- I ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

21 [21]

Varifrån har du fått kunskap om LUSH miljöpolicy? *

Svara bara på denna fråga om följande villkor är uppfyllda:

° Svaret var 'I mycket hög utsträckning' eller 'I ganska hög utsträckning' eller 'I varken hög eller låg utsträckning' eller 'I ganska låg utsträckning' på fråga '20 [20]' (I vilken utsträckning känner du att du har kunskap om LUSH miljöpolicy?)

Välj **som mest** 3 svar och skriv en kommentar:

- Chef
- Kollega
- LUSH officiella webbsida
- LUSH intranät
- Introduktionsmaterial
- Utbildningskurser
- Utskick
- Media
- Reklam
- Annat sätt

Kommentera gärna i fälten bredvid dina svar

22 [22] LUSH anser att alla människor bär ansvar för att värna om miljön. Detta inkluderar LUSHs personal och kunder. I vilken utsträckning anser du att du har kunskap om vad LUSH menar med detta i praktiken? *

Välj **bara en** av följande:

- I mycket hög utsträckning
- I ganska hög utsträckning

- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

23 [23] I vilken utsträckning delar du LUSHs värderingar som uttrycks i miljöpolicy? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

Tolerans och acceptans

24 [24] I vilken utsträckning känner du att du har kunskap om LUSHs paroll om rätten att göra misstag, förlora allt och börja om på nytt? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

25 [25] Varifrån har du fått kunskap om LUSHs paroll om rätten att göra misstag, förlora allt och börja om på nytt? *

Svara bara på denna fråga om följande villkor är uppfyllda:

° Svaret var 'I mycket hög utsträckning' eller 'I ganska hög utsträckning' eller 'I varken hög eller låg utsträckning' eller 'I ganska låg utsträckning' på fråga '24 [24]' (I vilken utsträckning känner du att du har kunskap om LUSHs paroll om rätten att göra misstag, förlora allt och börja om på nytt?)

Välj **som mest** 3 svar och skriv en kommentar:

- Chef
- Kollega
- LUSH officiella webbsida
- LUSH intranät
- Introduktionsmaterial
- Utbildningskurser
- Utskick
- Media
- Reklam
- Annat sätt

Kommentera gärna i fälten bredvid dina svar

26 [26] LUSH tror på rätten att göra misstag, förlora allt och börja om på nytt. I vilken utsträckning anser du att dessa värderingar är tydliga i ditt arbete? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

27 [27] I vilken utsträckning delar du LUSHs värderingar gällande rätten att göra misstag, förlora allt och börja om på nytt? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

LUSH etiska kampanjer

28 [28] I vilken utsträckning känner du att du har kunskap om LUSH kampanjer i olika samhällsfrågor, exempelvis mänskliga rättigheter, djurrättsfrågor och miljö? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

29 [29] Varifrån har du fått kunskaper om LUSH kampanjer i olika samhällsfrågor, exempelvis mänskliga rättigheter, djurrättsfrågor och miljö? *

Svara bara på denna fråga om följande villkor är uppfyllda:

° Svaret var 'I mycket hög utsträckning' eller 'I ganska hög utsträckning' eller 'I varken hög eller låg utsträckning' eller 'I ganska låg utsträckning' på fråga '28 [28]' (I vilken utsträckning känner du att du har kunskap om LUSH kampanjer i olika samhällsfrågor, exempelvis mänskliga rättigheter, djurrättsfrågor och miljö?)

Välj **som mest** 3 svar och skriv en kommentar:

- Chef
- Kollega
- LUSH officiella webbsida
- LUSH intranät

- Introduktionsmaterial
- Utbildningskurser
- Utskick
- Media
- Reklam
- Annat sätt

Kommentera gärna i fälten bredvid dina svar

30 [30]

Många av LUSH etiska kampanjer har ingen direkt koppling till försäljning av kosmetik utan har snarare initierats till följd av medarbetares engagemang i olika samhällsfrågor. I vilken utsträckning känner du att du kan initiera en kampanj? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

31 [31] I vilken utsträckning känner du att du kan påverka en kampanj? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

32 [32] I vilken utsträckning känner du att du generellt stödjer LUSH kampanjer i olika samhällsfrågor, exempelvis mänskliga rättigheter, djurrätsfrågor och miljö? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

33 [33] Är det någon av LUSH kampanjer som du har funnit särskilt viktig?

Skriv ditt svar här:

Personalpolicy

34 [34] I vilken utsträckning känner du att du har kunskap om LUSHs personalpolicy? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

35 [35] Varifrån har du fått kunskap om LUSHs personalpolicy? *

Svara bara på denna fråga om följande villkor är uppfyllda:

° Svaret var 'I mycket hög utsträckning' eller 'I ganska hög utsträckning' eller 'I varken hög eller låg utsträckning' eller 'I ganska låg utsträckning' på fråga '34 [34]' (I vilken utsträckning känner du att du har kunskap om LUSHs personalpolicy?)

Välj **som mest** 3 svar och skriv en kommentar:

- Chef

- Kollega
- LUSH officiella webbsida
- LUSH intranät
- Introduktionsmaterial
- Utbildningskurser
- Utskick
- Media
- Reklam
- Annat sätt

Kommentera gärna i fälten bredvid dina svar

36 [36] LUSH menar att "glada medarbetare gör glad tvåå" och att LUSH som arbetsplats ska vara rolig. I vilken utsträckning känner du att detta passar in på din arbetsplats? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

37 [37] I vilken utsträckning delar du LUSH värderingar som uttrycks i personalpolicyn? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

Motivation

38 [38] I vilken utsträckning känner du dig motiverad av LUSH värderingar i ditt arbete? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

39 [39] I vilken utsträckning motiverade LUSH värderingar dig att söka anställning hos LUSH? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

40 [40] I vilken utsträckning påverkar LUSH värderingar dig att fortsätta att vara anställd hos LUSH? *

Välj **bara en** av följande:

- mycket hög utsträckning
- ganska hög utsträckning
- varken hög eller låg utsträckning
- ganska låg utsträckning
- Inte alls

Kommentera dina val här:

Kommentera gärna i fältet bredvid svarsalternativen

Tack för ditt deltagande i undersökningen!

Skicka in din enkät.

Tack för att du svarat på denna enkät.

Appendix 3

Hej alla anställda på LUSH,

Vi är två studenter i personalvetenskap vid Göteborgs Universitet som just nu skriver vårt examensarbete om LUSH värdegrund. Undersökningen sker genom en enkätundersökning bland er anställda om er syn på, och erfarenheter av, LUSH värderingar. **Enkäten är elektronisk och länken till enkäten bifogas nedan.**

Syftet med enkäten är att utvärdera hur LUSH anställda upplever de värderingar som företaget står för och hur dessa är förmedlade inom organisationen.

För att undersökningen skall vara så komplett som möjligt är det väldigt viktigt att ni tar er tid att besvara enkäten. Den tar bara ca 10-15 minuter att besvara och ligger alltså till grund för att förbättringar som gynnar både personal och kunder kan göras!

Enkäten är helt anonym och inga svar kan spåras tillbaka till era mailadresser. Individuella svar kommer inte att redovisas. De svar på enkäten som sparas innehåller alltså ingen information som kan identifiera den som har svarat. Även om det krävs en behörighetskod för att kunna besvara enkäten sparas inte denna personliga information tillsammans med enkätsvaret. Behörighetskoden används endast för att avgöra om du har svarat (eller inte svarat) på enkäten och den informationen sparas separat. Det finns inget sätt att avgöra vilken behörighetskod som hör ihop med ett visst svar i den här enkäten.

Enkäten skall vänligen besvaras så fort som möjligt, dock senast torsdagen den 12 maj!

Om ni har några frågor så får ni gärna kontakta någon av undertecknade, eventuellt e-maila oss på lushenkat@gmail.com.

Tack för er tid!

Med vänliga hälsningar

Hannah Ashton Flod

Frida Hansson

Tel nr: 0760248123

Tel nr: 0733549222

Klicka här för att delta i enkäten:

{SURVEYURL}

Om du inte vill delta i denna enkät och inte heller vill ha vidare inbjudan, klicka på följande länk:

{OPTOUTURL}

Appendix 4

Välkommen!

Tack för att du tar dig tid att delta i undersökningen. Börja att besvara enkäten genom att klicka på knappen nedan.

Den här enkäten innehåller 40 frågor

En kommentar om personuppgifter

Den här enkäten är anonym.

De svar på enkäten som sparas innehåller ingen information som kan identifiera den som svarat utom om denna fråga specifikt ställts i enkäten. Även om det krävs en behörighetskod för att kunna besvara enkäten sparas inte denna personliga information tillsammans med enkätsvaret. Behörighetskoden används endast för att avgöra om du har svarat (eller inte svarat) på enkäten och den informationen sparas separat. Det finns inget sätt att avgöra vilken behörighetskod som hör ihop med ett visst svar i den här enkäten.

Appendix 5

Hej!

Du har nyligen blivit inbjuden att delta i en enkätundersökning om värderingar på LUSH.

Vi noterar att du ännu inte genomfört enkäten och vill påminna dig att den fortfarande är tillgänglig om du skulle vilja delta.

För att undersökningen skall vara så komplett som möjligt är det väldigt viktigt att ni tar er tid att besvara enkäten. Den tar bara några minuter att besvara och ligger alltså till grund för att förbättringar som gynnar både personal och kunder kan göras!

Enkäten skall vänligen besvaras så fort som möjligt, dock senast (infogat dag och datum)!

För att delta, klicka på länken nedan.

Om ni har några frågor så får ni gärna kontakta någon av undertecknade, eventuellt e-maila oss på lushenkat@gmail.com.

Tack för er tid!

Med vänliga hälsningar

Hannah Ashton Flod

Frida Hansson

Tel nr: 0760248123

Tel nr: 0733549222

Klicka här för att komma till enkäten:
{SURVEYURL}

Om du inte vill delta i denna enkät och inte heller vill ha vidare inbjudan, klicka på följande länk:
{OPTOUTURL}