## Oliver Salzmann

## Corporate Sustainability Management in the Energy Sector

An Empirical Contingency Approach

## List of contents

ľ	retace		V
L	ist of co	ontents	VI
L	ist of al	obreviations	<b>X</b>
L	ist of fi	gures	XII
		narts	
		bles	
		gression tables	
1	Intro	oduction	1
	1.1	Research field	1
		Structure	
	1.3	Intended contributions	4
2	The	oretical foundation and concepts	7
	2.1	Contingency theory	7
	2.2		
	2.2.1	Corporate social responsibility	8
	2.2.2	Corporate social performance (CSP)	9
	2.2.3	Corporate sustainability	12
	2.2.4	Discussion	13
	2.3	Key concepts	16
	2.3.1	Determinants of CSM	16
	2.	3.1.1 Issues – the principle of public responsibility	16
	2.	3.1.2 Stakeholders – the principle of legitimacy	18
	2.	3.1.3 Managers' attitudes – the principle of managerial discretion	19
	2.	3.1.4 Company-specific determinants – the principle of corporate	
		discretion	
	2.3.2	CSM	21
	2.3.3	Outcome of CSM	24
3	Rev	iew of empirical literature	25
	3.1	Determinants of CSM	26
	3.2	CSM	30
	3.2.1	Strategic disposition	30
	3.2.2	Economic rationale	31
	3.2.3	Implementation	34
	3.3	Outcomes	35

	3.4	Summary and research gaps	36	
4	Cor	nceptual rationale and research questions	37	
5	Me	thod	43	
	5.1	Selection of suitable method	44	
	5.1.	1 Contingency approach	44	
	5.1.	2 Selection of instruments	46	
	5.2	Instruments	51	
	5.2.	1 Data collection	51	
	5	.2.1.1 Qualitative methods	51	
	5	.2.1.2 Quantitative methods	54	
	5.2.	, ,		
	5	.2.2.1 Qualitative methods		
	5	.2.2.2 Quantitative methods		
		5.2.2.2.1 Basic statistics	58	
		5.2.2.2.2 Advanced statistics		
	5.3	Synergistic fit of methods		
	5.4	Evaluation	70	
6	Sec	tor characteristics	75	
	6.1	Characteristics and activities of companies	75	
	6.2	Trends, drivers and competitive forces		
	6.3	Discussion	79	
7	Dat	a collected	81	
7.1 Qualitative data				
	7.2	Quantitative data		
8	Em	pirical evidence	87	
	8.1	Issues		
	8.1.			
	8	.1.1.1 Social and ethical issues		
	8	.1.1.2 Environmental issues		
	8	8.1.1.3 The relative importance of environmental and social issues		
	8.1.	•		
	8	.1.2.1 Correlations	102	
		1.2.2 Regressions	111	
	8.1.			
	116			
	8.2.	• • •		
	8	.2.1.1 Qualitative analysis and basic statistics		

8.2.1.2 Advanced statistics	118
8.2.2 Public pressure groups	121
8.2.2.1 Qualitative analysis and basic statistics	121
8.2.2.2 Advanced statistics	123
8.2.3 Customers	125
8.2.3.1 Qualitative analysis and basic statistics	125
8.2.3.2 Advanced statistics	127
8.2.4 Financial community	129
8.2.4.1 Qualitative analysis and basic statistics	129
8.2.4.2 Advanced statistics	131
8.2.5 Industry and partnerships	
8.2.5.1 Qualitative analysis and basic statistics	135
8.2.5.2 Advanced statistics	137
8.2.6 Legitimacy and the relative importance of external stakeholders	142
8.2.6.1, The role of legitimacy	
8.2.6.1.1 Qualitative analysis and basic statistics	142
8.2.6.1.2 Advanced statistics	145
8.2.6.1.2.1 Correlations	145
8.2.6.1.2.2 Regressions	
8.2.6.2 The relative importance of external stakeholders	
8.2.6.2.1 Qualitative analysis and basic statistics	152
8.2.6.2.2 Advanced statistics	157
8.2.6.2.2.1 Correlations	157
8.2.6.2.2.2 Regressions	
8.2.7 Discussion	165
8.3 Managers	170
8.3.1 Qualitative analysis and basic statistics	
8.3.2 Advanced statistics	175
8.3.2.1 Correlations	175
8.3.2.2 Regressions	180
8.3.3 Discussion	182
8.4 Companies	184
8.4.1 Company-specific determinants	185
8.4.1.1 Qualitative analysis and basic statistics	
8.4.1.2 Advanced statistics	
8.4.1.3 Discussion	
8.4.2 Strategic disposition	
8.4.2.1 Qualitative analysis and basic statistics	198
8.4.2.2 Advanced statistics	204

			Correlations	
	8.4.2	2.2.2	Regressions	208
	8.4.2.3	Dis	cussion	21
	8.4.3	Econo	mic rationale	215
	8.4.3.1	Imp	portance and elements of the business case	216
	8.4.3.2		e integration	
	8.4.3.3		lding and quantifying the business case	
	8.4.3.4		cussion	
	8.4.4		mentation	
	8.4.4.1		nagement tools	
	8.4.4		Qualitative analysis and basic statistics	
	8.4.4		Advanced statistics	
	8.4.4		Discussion	
	8.4.4.2		ıctures	
	8.4.4		Qualitative analysis and basic statistics	
			Advanced statistics	
			.1 Correlations	
		4.4.2.2	0	
			Discussion	
	8.4.4.3		iatives	
			Qualitative analysis and basic statistics	
			Advanced statistics	
			Discussion	
			me	
	8.4.5.1		alitative analysis and basic statistics	
	8.4.5.2		vanced statistics	
			Correlations	
		5.2.2	Regressions	261
	8.4.5.3		cussion	
9	Synopsi	s		269
			, <u>.</u>	
		~	ce of the study	
	9.2.1		cations for theory	
	9.2.2	-	cations for practice	
	9.3 Lim	-	s and suggestions for further research	
			n	
A	ppendices.			<b>29</b> 1
D	iviiograpny	y		333