

**FACTORS INFLUENCING CORPORATE ENVIRONMENTAL  
PERFORMANCE IN TOGO: AN EXPLORATORY  
CONVERGENT INTERVIEWING OF MANAGERS’  
PERCEPTIONS**

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**ABSTRACT**

Environmental initiatives provided opportunities for increasing monetary benefits as well as non-monetary benefits. Thus, society could influence the environmental performance of firms through the imposition of social norms, the development of consumer preferences, the level of education and the skill of workers to contribute to environmental management initiatives.

This article examined how the interviews were conducted within the sample to discover the main issues and to gain more insight into the respondent’s behaviors in relation to the corporate environmental performance. It explored the Togolese managers’ perceptions of the factors influencing environmental performance. The methodology appropriate in this research was the convergent interviewing. The method was given more details about how it was implemented. The amount of prior theory required is defined, the selection of the sample to be interviewed is discussed and the planning of the interviews is described. The data collected from the convergent interviews was analysed and confirms the comprehensiveness of the theoretical framework. Findings showed through convergent interviews research, that activities of an organization lead to performance; and conversely finding suggested that corporate environmental internal factors, corporate environmental external factors and corporate social and environmental responsibilities influenced the corporate environmental performance. And corporate environmental performance can drive business performance.

***Key words:** Convergent interviewing, managers’ perceptions, corporate environmental performance, Togo*

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**1. Introduction**

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Companies cannot only implement corporate environmentalism governance but must also consistently behave as a good citizen to all stakeholders and customers. The adoption of the environmentalism governance can let corporate build a good reputation for its performance and its image. Thus, culturally, the survival of a company depends upon the shaping of organizational culture initiated by top management because employees tend to accept the manager's role in making major decisions and solving problems in business firms because people are generally respectful of authority. With concern increasing over environmental problems, evidence shows that the governmental sector has been the first force strong enough to coerce companies to comply with environmental laws and regulations. Corporate Social Responsibility (CRS) is sometimes used as a partnership approach to create or develop new markets and is seen as an enabler for companies trying to access markets in the developed world.

In fact, activities of an organization lead to performance and conversely corporate environmental performance can drive business performance. Then environmental initiatives could provide opportunities for increasing monetary benefits as well as non-monetary benefits. The society can influence the environmental performance of firms through the imposition of social norms, the development of consumer preferences, the pressure organized communities place on firms to clean up, and the level of education and skill of workers, which conditions their ability to contribute to environmental management initiatives. Thus, economic climate can also affect a firm's environmental performance through its capital markets.

Therefore, the objective of this research is to explore through the convergent interviewing, the Togolese managers' perceptions of corporate environmental performance.

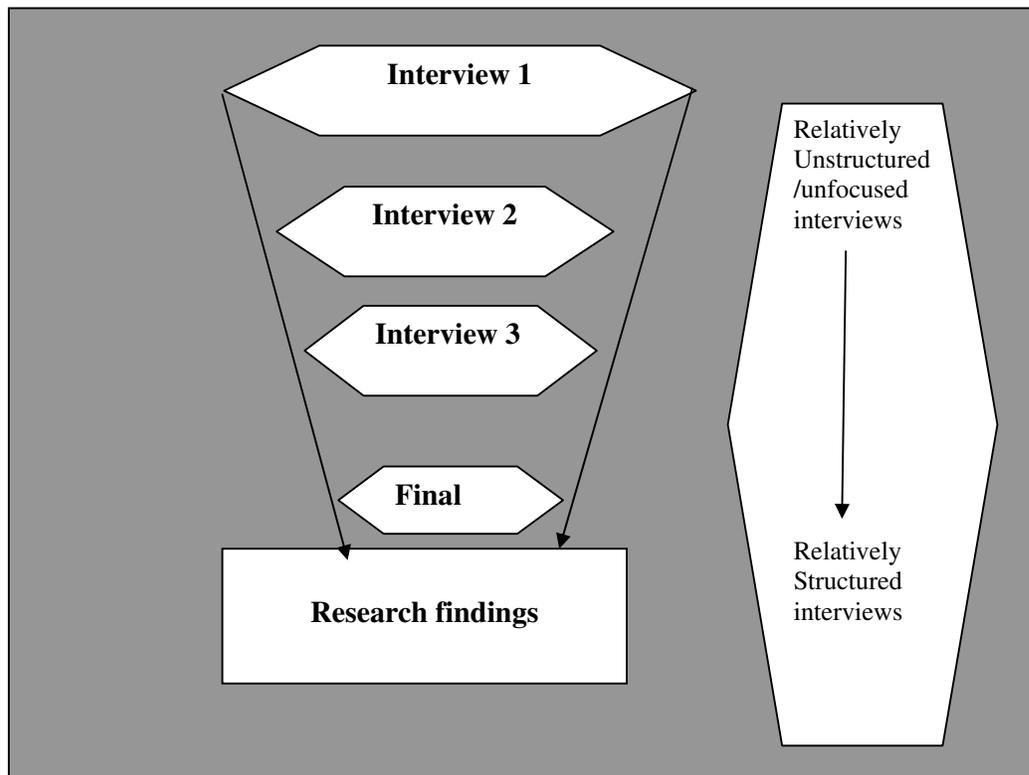
## **2 Convergent interviewing processes**

Convergent interviewing is a technique that can be implemented without any prior knowledge of the subject ( Dick 1990), failing to review the literature prior to conducting the interviews may result in failure to sufficiently narrow or open the subject to the interviewees. It is an in-depth interview technique with a structured data analysis process-a technique used to collect, analyze and interpret qualitative information about a person's knowledge, opinions, experiences, attitudes and beliefs through using a number of interviews which converge on important issues (Dick 1990; Nair & Riege1995).

In other words, the convergent interviewing process involves conducting a series of long, initially unstructured interviews, whereby data is collected during each interview, and then analyzed and used for the content and process of subsequent interviews (Dick 1990). That is, the process in itself is structured but the content of each interview only gradually becomes more structured to allow flexible exploration of the subject matter without determining the answers (Nair & Riege 1995). In this process, more is learned about the issues involved as interviews process (Dick 1990). In our case of study the convergent interviewing selected for our research is a one-to-one in-dept interview followed a structured process with continuous refinement. This approach consisting of questions about the company, the societal marketing program, their objectives, implementation and results. By considering this technique in more detail, the early interviews were almost entirely unstructured. As information about interviewee's beliefs and attitudes in relation to the research topic, the interviewer developed some interpretation of the data that was then used to refine and focus the content of subsequent interviews; this procedure was undertaken after each interview. Although later interviews were also relatively unstructured at the beginning, each succeeding interview became more focused in their later stages as the interviewer converged on particular issues that were raised in preceding interviews (Dick 1990). Figure 1 demonstrates how interviews on particular issues within each interview and also over a succession of interviews. Convergent interviewing is a dialectic that looks for two types of patterns in the emerging data. One of these patterns is the convergence that arises through agreement, while the second one relates to divergence or disagreement in the emerging data (Nair & Riege 1995). Where there is consensus on a certain issue from more one interviewee, a series of probes is initiated to test information and to explain this convergence, and where there is disagreement, probes are initiated for clarification and to explain this discrepancy.

Thus this research attempted to use each interview to understand emerging explanation of the data. By questioning agreements and seeking explanations for disagreements the underlying factors that explain the data emerged (Carson et al. 2001; Nair & Riege 1995). Additionally, new issues arose in later interviews requiring new probe questions to be developed in order to examine these new issues. The series of sequential interviews was terminated when a stable pattern of agreement emerged between interviews and disagreements could be explained.

**Figure 1 the convergent interviewing process**



Source: based on Woodward (1997, p.113)

## 2.1 Strengths of the convergent interviewing technique

The nature of convergent interviews noted above offered three main strengths for this research.

Firstly, convergent interviewing was useful for the exploration of areas lacking an established theoretical base, as is the case for this research. That is, the flexibility provided by the convergent interviewing method allowed for the refinement of research issues throughout the course of the interviews, resulting in the consolidation of the existing body of knowledge and a more precisely defined research problem (Dick 1990).

Secondly, it provided a flexible instrument to allow all issues related to the research problem to be identified and explored. This flexibility of convergent interviewing allowed to use a funnelling process in which the flow of the type of information is being controlled and sought. That is, starting the interview with broad and relatively unstructured questions allowed to develop more relevant and important information by enhancing the ability to fully explore specific issues (Nair & Riege 1995). This process was reflected by the modifications of interview questions as the interviews progressed.

The final strength of convergent interviewing is that the subjectivity inherent in qualitative data was largely overcome by the interviewer attempting to explain answers always after each interview to “disprove the emerging explanation of the data (Dick 1990, p. 11). That is, subjective data was refined through the use of convergence and discrepancy that added objective methods to the refining of subjective data. Thus rigor was added by limiting subjectivity (Dick 1990).

## **2.2 Limitations of the convergent interviewing technique**

Despite these strengths, there are limitations associated with the convergent interviewing technique (Woodward 1997).

Firstly, convergent interviewing may allow interviewer bias to occur (Dick 1990). To guard against this bias, the interviewers need to be not only skilful and experienced, but also have sufficient knowledge about the subject matter and be able to maintain data quality when recording and analysing the data obtained from the interviews (Aaker, Kumar & Day 2001). In this research,

Secondly, the convergent interviewing method requires the interviewee to be knowledgeable about the research subject matter and so be able to contribute meaningful information to the exploratory research. Using the snowballing technique (Aaker, Kumar & Day 2001), this study was able to access experts who could provide meaningful information about the research topic as societal marketing program.

Finally, convergent interviewing may affect the validity of the research because it is not sufficient on its own to provide results that can be generalised to the wider population (Dick 1990; Gummesson 1988). However, this limitation was overcome in this research because the aim of this research is to build theory rather than to test theory and the convergent interviews were used in conjunction with the survey method to validate the theory building exercise.

In brief, convergent interviewing like other research methodologies has some limitations; however, these limitations were largely overcome by careful planning and the process itself. That is, the benefits offered by convergent interviewing largely outweigh the limitations cited above.

## **2.3 Validity and reliability of the convergent interviewing research**

This study examines the issues of achieving validity and reliability in convergent

interviews. Several checks were built into the research design for this research to provide validity and reliability (Kvale1989). These in-built checks and controls for qualitative research can be summarised under four tests of the research design: construct validity, internal validity, external validity and reliability (Yin 1994). Table 1 outlines these tests for the validity and of this research.

**Table 1:** Test for validity and reliability of research design.

Tests	Research design	Phase
Construct validity	Data collected from multiple sources (convergent interviews and survey) provide multiple measures of the same phenomenon.	Research design and data analysis.
	Establishment of triangulation of interview questions. In-built negative case analysis.	Research design and data analysis.
	Flexibility of the proposed theoretical framework.	Data analysis Research design and data collection.
Internal validity	Sample selection for information richness	Research design
External validity	Sample selection for theoretical replication	Research design
Reliability	Interview guide are developed for collection of data. Structured process for administration and interpretation of convergent interviews. Use of a steering committee.	

Source: developed for this research, based on Yin (1994), Healy & Perry (2000)

**(1) Construct validity:** Construct validity refers to the formation of suitable operational measures for the concepts being investigated (Emory & Cooper 1991).Convergent

interviewing achieved construct validity through three tactics. Firstly, triangulation of interview questions was established in the research design stage through two or carefully worded questions that looked at the matter from different angles. Secondly, the convergent interview method contained an in-built negative case analysis where, in each interview and before the next, the technique explicitly requires that the interviewer attempt to disprove emerging explanations interpreted in the data (Dick 1990). Finally, the flexibility of the mode allowed the interviewer to re-evaluate and re-design both the content and process of the interview program, thus establishing content validity.

**( 2) Internal validity:** Internal validity refers to causal relationships and the validity of the influence of one variable on other variables (Sekaran 2000; Zikmund 2000). Internal validity of the convergent interviews in this research was achieved through sample selection on the basis of “information richness” (Patton 1990, p. 181)..

**(3) External validity:** External validity is concerned with the ability of the research findings to be generalised beyond the current study (Emory & Cooper 1991; Sekaran 2000). In this research, some external validity was achieved through theoretical replication in interviewee selection.

**(4) Reliability:** Reliability refers to how consistently a technique measures the concepts it is supposed to measure, enabling other researchers to repeat the study and attain similar findings (Sekaran 2000; Emory & Cooper 1991). This research secured reliability through four tactics. Firstly, reliability was attained through the structured process of convergent interviews that was discussed above. Secondly, reliability was achieved through organising a structured process for recording, writing and interpreting data that will be further discussed. Thirdly, research reliability can be achieved through comparison of this research’s findings between two researchers.

Having examined the issues of achieving validity and reliability in convergent interviews in this research, the reliability was addressed as convergent interviewing technique to assist in the design and administration of the interview program.

### **3. Research methodology**

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The convergent interviewing methodology was appropriate. This article gives more details about how the convergent interviewing method was implemented. The amount of prior theory required is defined, the selection of the sample to be interviewed is discussed and the planning of the interviews is described.

The first step of the interview's planning is to define the information required and the nature of the problem that has given rise to the research, to provide an early focus for the planning (Dick 1990). Defining information is accompanied by having this prior theory (Perry 1998b).

On the one hand, although convergent interviewing is a technique that can be implemented without any prior knowledge of the subject ( Dick 1990), failing to review the literature prior to conducting the interviews may result in failure to sufficiently narrow or open the subject to the interviewees. On the other hand, reviewing all relevant literature might narrow the focus too much and provide focused probe questions so that the views of respondents are not uncovered. As a result, research might become too focused thus omit important issues that may emerge through the interview.

To evade these pitfalls of these two extreme positions about prior theory, an "enfolding" of the literature approach (Eisenhardt 1991, p. 25) was applied in this research.

### **3.1 Deciding sample size**

Selecting the optimal sample size for the interviews depend on what is to be found and why or how the findings are to be applied and the researcher's available resources (Patton 1990). Research has suggested different sizes for the convergent interviewing method. Dick (1990) suggested that the sample size should be one percent (1%) of a target population.

In this exploratory research, the population was Togolese environmental managers. The sampling frame chosen was top management and managers in the environmental department who were involved in this interview. As the nature of this research is exploratory, it is acceptable to use a non-probability sampling method for the selection of management from the firm implementing a societal marketing program (Kinnear & Taylor1996; Zikmund 1997).Thus, judgment sampling was used. The number of respondents in non-probability sampling is determined by the insight, judgment, experience, or financial resources of the researcher (Stevens et al. 2006). The criteria for this sampling method was that all managers who were involved in corporate environmentalism governance program might

be selected. With the assistance of the human resources managers of some companies, a list of seven environmental managers was obtained and three managers were selected according to the criteria mentioned above. They were the Chief Executive Officer, the Senior Manager and Environmental Manager responsible for companies using environmentalism governance practice. All three managers were sent a letter asking for their assistance. The letters were followed up with telephone calls to make appropriate appointments. During the period of 20<sup>th</sup> to 21<sup>st</sup> March 2012, convergent interviews were conducted with the selected managers for convergent interview in Sarakawa Hotel.

### **3.2 Deciding the sampling method**

In addition to selecting the sample size, the sampling method must also be determined. In qualitative research like this, the sampling method deciding is the convergent interview that is followed a structured approach consisting of questions about the company, their corporate environmentalism governance practice, their objectives, implementation and results. Each interview lasted about forty-five minutes and was conducted in an environment in which management felt comfortable (Kinnear & Taylor 1996) the lobby lounge of a local hotel conveniently accessed from their office and free from the interruptions of the office environment.

In this process, this research begun with a few propositions and then allowed the data and unfolding literature to suggest new directions for shaping the body of knowledge as the interviews proceeds. It started interviews with questions regarding management's personal background in order to establish familiarity with them and break the ice.

Then, a general discussion of corporate environmentalism governance practice in Togo occurred. After that, the reasons for the implementation of a specific corporate environmentalism governance practice were discussed. Managers were asked about the company's driving forces for corporate environmental and social responsibility, building environmentally- responsible organization and environmental performance and business performance.

Following on from this, manager's perceptions of what are the key internal factor and key external factors facilitating the creating and the implementation of corporate environmental performance toward business performance, as well as the company's social and environmental responsibilities for the implementation of corporate environmental performance toward

business performance, were looked at. Next, managers were asked about their perceptions of the impact of corporate environmentalism governance on corporate environmental performance toward business performance. Following this, the interview focused on the managers' perceptions of the relationship between corporate key internal factor, corporate key external factor, corporate social responsibilities and corporate environmental performance toward business performance. The interviews finished with a discussion of the proposed research model and final comments.

#### **4. Data analysis**

In this article the data analysis strategy was used to seek patterns in the interview data. Content analysis of data collected, including interview transcripts and document observation, were used (Neuman 1997). Quotations were used to capture the importance of respondents' insights and are shown in italics with quotation marks followed by a letter to identify the respondent. That is the interviewees' names were disguised with the letter A to C to maintain confidentiality. These codes will be used in brackets to indicate evidence of the pattern. For instance, A identifies the first respondent, B the second and C the third.

##### **4.1 Analysis and interpretation of the convergent interview data**

Each interview was transcribed within a day of the interview. A summary of the key issues raised by each respondent was written in detail within one hour of the conclusion of each interview. A progressive interpretation report was prepared after the first report and was compared to the transcript of each subsequent interview. This process led to the modification of the progressive report and interview guides as new issues emerged after each interview (Batonda 1998; Dick 1990; Nair & Riege 1995).

According to the profile respondents, for ease of reference and also to protect confidentiality, the participants are referred to as case A, B and C. The details of each participant will be addressed next.

Case A is the Chief Executive Officer (CEO) of ONG CADIP. She has worked for the organization since 2005 and was responsible for initiating the "sustainable environmental" program in 2006. Additionally, she has introduced the environmentalism governance concept to the company and is responsible for the initiatives environmentalism activities, methods and procedures for building environmentally responsible organizations.

Case B is the senior manager, who joined the company in 2004. He is responsible for the project planning and management and all environmentalism activities of the company. He reports directly to the CEO.

Case C is the environmental manager, who joined the company in 2008. He is responsible for above-the-line activities such as environmental issues, public relations and all environmental marketing campaigns. He reports directly to the senior manager and is the program leader for “Sustainable environmental” program.

#### 4.2 Findings from the convergent interviews

Findings from the convergent interviews that were consisted on the analysing and interpreting of the list of 10 probe questions around the research.

(1) **The first probe question:** “Please tell me about yourself? How long have you been with the company and been in charge to improve corporate environmental performance?” was mentioned above.

#### (2) What is your opinion on corporate environmentalism governance?

As opinions, all three respondents in this research have identified two major benefits of implementing successful corporate environmentalism governance. When discussing corporate environmentalism governance, their opinions on the benefits are relevant to this research. Respondents identified four opinions on corporate environmentalism governance as summarized in Table 2.

**Table 2:** Opinions about corporate environmentalism governance by respondents

Topic	Findings	A	B	C	Total
<b>Opinions about</b>	A good corporate environmentalism governance can help the company differentiate itself from its competitors and increase its business environmental performance	✓	✓	✓	<b>3X</b>

<b>corporate environmentalism governance</b>	Not all- corporate environmentalism governance implementation will be successful. There needs to be an association between the social value and business benefits.	✓	✓		<b>2X</b>
	In high business environmental, Corporate environmentalism governance will become more popular and will create value added for companies environmental performance	✓	✓		<b>2X</b>
	Companies cannot only implement corporate environmentalism governance but must also consistently behave as a good citizen to all stakeholders and customers.	✓	✓	✓	<b>3X</b>

Source: Convergent interviews

Firstly, all respondents felt that corporate environmentalism governance could help the company differentiate itself from its competitors and increase its business environmental performance. ‘We introduced the program for enhancing our company image and for differentiating our company from the competitors’ (A); ‘Implementing a good corporate environmentalism governance can help the company increase its business environmental performance’ (B). ‘Our program can make a good impression on our customers so that they are able to differentiate our products from other similar products which don’t do anything good for society’(C).

Secondly, all respondents felt that companies cannot only implement corporate environmentalism governance but must also consistently behave as a good citizen to all stakeholders and customers.

Finally, respondents (A) and (B) emphasized that in high business environmental, corporate environmentalism governance will become more popular and will create value added for company’s environmental performance.

They are also felt that, not all- corporate environmentalism governance implementation will be successful, there needs to be an association between the social value and business benefits.

**(3) Why does a company must adopt corporate environmentalism governance? How does it work?**

Respondents identified four raisons and works adoption the corporate environmentalism governance as summarized in Table 3.

For these convergent interviews, all of the three respondents identified the same common raison of adoption the corporate environmentalism governance. Respondents (A, B and C) felt that adoption corporate environmentalism governance can let corporate build a good reputation for its performance and its image.

Respondents (A and B) thought that adoption corporate environmentalism governance tends to create linkages between all local stakeholders to encourage the creation, expansion and retention of locally owned companies.

**Table3: Works and reasons of adoption corporate environmentalism governance by respondents**

Topic	Findings	A	B	C	Total
<b>Works and reasons of adoption corporate environmentalism governance</b>	Adoption the environmentalism governance can let corporate build a good reputation for its performance and its image	✓	✓	✓	<b>3X</b>
	The adoption corporate environmentalism governance tends to create linkages between all local stakeholders to encourage the creation, expansion and retention of locally owned companies.	✓	✓		<b>2X</b>
	Companies must work to achieve success in ways that respect ethical values, people, communities and the environment		✓		<b>2X</b>
	Companies must work to provide information, tools, training consultation and advisory services in order to make corporate social responsibility an integral part of business operations and strategies.	✓		✓	<b>2X</b>

Source: Convergent interviews

While respondent B thought that companies must work to achieve success in ways that respect ethical values, people, communities and the environment, the respondents A and C believed that companies must work to provide information, tools, training consultation and advisory services in order to make corporate social responsibility an integral part of business operations and strategies.

**(4) What are the key internal factors that you think are important to facility the creating of corporate environmentalism governance?**

The finding summarizes in Table 4, identities that all three respondents (A,B and C) agree that culturally, the survival of a company depends upon the shaping of organizational culture initiated by top management because employees tend to accept the manager's role in making major decisions and solving problems in business firms because people are generally respectful of authority "Corporate culture can help individuals or groups understand organizational functioning, and can also provide employees with norms of behaviors in the organization" (Respondent A) " We success in changing corporate culture depends upon the degree to which members of organization are able to change the deeper beliefs that are called "mental models"(Respondent B). " Changing corporate culture needs to establish a system thinking approach among all employees and a system thinking brings about an understanding of the interconnections among system components in the world" (Respondent C).

Indeed, all three respondents (A,B and C) also mentioned that top management is the chief decision maker and thus plays a major role in initiating organizational change and has been seen as leading and supporting the adoption of environmentally responsible practices.

For interviews concerning the ecological values, two respondents (A and B) identified that companies need to introduce and transfer knowledge of ecological values (anthropocentric and eco-centric values or perspectives.) to all employees until they have an adequate understanding of the significance of ecological and social sustainability. "Not only, anthropocentric management does not work well in a world with growing populations and limited resources but also eco-centric management stresses the interdependence of the natural environment and human societies" (Respondent A). "Managing change is a major challenge in creating and implementing environmentally responsible practices and in changing beliefs and values assigned to the environment by the individual and organizations" (Respondent B)

For question concerning the learning , respondents A and C mentioned that learning allows organizations to acquire, preserve and/or change organizational capacities, as it is made up of the accumulation and is related to knowledge in the way that it is an act of acquiring and transferring knowledge.

**Table 4: key internal factors that you think are important to facility the creating of corporate environmentalism governance**

Topic	Findings	A	B	C	Total
<b>key internal Factors that you think are important to facility the creating of corporate environmentalism governance</b>	Culturally, the survival of a company depends upon the shaping of organizational culture initiated by top management because employees tend to accept the manager’s role in making major decisions and solving problems in business firms because people are generally respectful of authority	✓	✓	✓	3X
	Companies need to introduce and transfer knowledge of ecological values (anthropocentric and eco-centric values or perspectives.) to all employees until they have an adequate understanding of the significance of ecological and social sustainability.	✓	✓		2X
	Top management is the chief decision maker and thus plays a major role in initiating organizational change and has been seen as leading and supporting the adoption of environmentally responsible practices	✓	✓	✓	2X
	Learning allows organizations to acquire, preserve and/or change organizational capacities, as it is made up of the accumulation and is related to knowledge in the way that it is an act of acquiring and transferring knowledge.	✓		✓	2X

Source: Convergent interviews

**(5) What are the key external factors that you think are important to facility the creating of corporate environmentalism governance?**

Based on the preliminary research model, government is one of the key external factors that you think is important to facility the creating of corporate environmentalism governance. To that, in table 5, all three respondent (A,B and C) allow that with concern increasing over environmental problems, evidence shows that the governmental sector has been the first force strong enough to coerce companies to comply with environmental laws and regulations.

Respondents A and B identified that companies tend to pay more attention to the environmental and social impact on local communities rather than the community located outside the immediate geographic areas. “We believe that the local community plays a role in providing not only raw materials but also labors and facilities, such as land and buildings, power sources, water resources” (Respondent A). “ We work to improve relations with local communities which are willing to cooperate with companies that have a negative impact on their quality of life, health, livelihoods, and community-based natural resource” (Respondent B).

They (respondents A and B) also identified that there is a gap between consumers’ environmental attitudes and purchasing behavior for many diverse and complex reasons, some of which may relate to income, education, and age. “Our customers have increasingly become more important and the impact of ecologically conscious customers on the adoption of corporate environmental and social responsibility is still consistent” (Respondent A). “We are not expected that ecologically conscious customers will always pay a price premium for green products” (Respondent B).

However respondent B and C thought that companies cannot only implement corporate environmentalism governance but must also consistently behave as a good citizen to all stakeholders.

**Table 5: key external factors that you think are important to facility the creating of corporate environmentalism governance**

Topic	Findings	A	B	C	Total
<p><b>key external factors that you think are important to facility the creating of corporate environmentalism governance</b></p>	With concern increasing over environmental problems, evidence shows that the governmental sector has been the first force strong enough to coerce companies to comply with environmental laws and regulations	✓	✓	✓	<b>3X</b>
	Companies tend to pay more attention to the environmental and social impact on local communities rather than the community located outside the immediate geographic areas.	✓	✓		<b>2X</b>
	There is a gap between consumers' environmental attitudes and purchasing behavior for many diverse and complex reasons, some of which may relate to income, education, and age.	✓	✓		<b>2X</b>
	Companies cannot only implement corporate environmentalism governance but must also consistently behave as a good citizen to all stakeholders.		✓	✓	<b>2X</b>

Source: Convergent interviews

**(6) How does the company integrate social responsibility into core business plan and practices?**

Respondents identified four factors that allow the company integrates social responsibility into core business plan and practices as summarized in Table 6.

First, all three respondents believed that costumer social responsibility (CSR) is sometimes used as a partnership approach to creating or developing new markets. be seen as an enabler for companies trying to access markets in the developed world. “We cannot be divorced from the socio-political reform process, which often drives business behavior towards integrating social and ethical issues” (Respondent A). “CSR is most directly shaped by the socio-economic environment in which firms operate” (Respondent B). “Through CSR

we can create or develop new markets and can see how companies are trying to access markets in the developed world” (Respondent C)

**Table 6 : Key factors that integrate company social responsibility into core business plan and practices**

Topic	Findings	A	B	C	Total
<b>Key factors that integrate company social responsibility into core business plan and practices</b>	CSR is sometimes used as a partnership approach to creating or developing new markets. be seen as an enabler for companies trying to access markets in the developed world.	✓	✓	✓	<b>3X</b>
	activism by stakeholder groups has become another critical driver for CSR Stakeholder activism in developing countries takes various forms classifies as civil regulation, litigation against companies, and international legal instruments	✓	✓		<b>2X</b>
	Income and educational level are doubtful.	✓	✓		<b>2X</b>
	The political changes towards democracy and redressing the injustices of the past have been a significant driver for CSR, through the practice of improved corporate governance	✓	✓		<b>2X</b>

Source: Convergent interviews

Second respondent A and B all thought that factors such as activism income, education level, and politics allow the company to integrate social responsibility into core business plan and practices. They believed that activism by stakeholder groups has become another critical driver for CSR Stakeholder activism in developing countries takes various forms classifies as civil regulation, litigation against companies, and international legal instruments. They all thought income and educational level are doubtful. For them, the political changes towards democracy and redressing the injustices of the past have been a significant driver for CSR,

through the practice of improved corporate governance

**(7) In your opinion, what are the factors used for building business environmental performance?**

This convergent interview presented four factors that are used for building business performance as summarized in Table 7.

**Table 7: factors used for building business environmental performance**

Topic	Findings	A	B	C	Total
<b>Factors used for building business environmental performance</b>	Activities of an organization lead to performance and, conversely, corporate environmental performance can drive business performance.	✓	✓	✓	<b>3X</b>
	Environmental initiatives could provide opportunities for increasing monetary benefits as well as non-monetary benefits	✓	✓	✓	<b>3X</b>
	It is noteworthy to mention that business benefits derived from the improvement in corporate environmental performance in turn play a key role to adopt environmentally responsible practices and to change corporate culture toward sustainability.	✓	✓		<b>2X</b>
	Corporate business is interrelated to business performance that is, business performance encompassed both business performance..	✓			<b>1X</b>

Source: Convergent interviews

All three respondents believed that activities of an organization lead to performance and, conversely, corporate environmental performance can drive business performance.

The finding also mentioned those three respondents (A, B and C) thought that environmental initiatives could provide opportunities for increasing monetary benefits as well as non-monetary benefits.

Respondents A and B agreed that it is noteworthy to mention that business benefits derived from the improvement in corporate environmental performance in turn play a key role to adopt environmentally responsible practices and to change corporate culture toward sustainability.

Only respondent A identified that corporate business is interrelated to business performance that is, business performance encompassed both business performance..

### **(8) Does the improvement of corporate environmental performance lead to long-term business benefits? Or always cost money?**

Four key success factors were identified by respondents including natural environment, social environment, economic climate, institutional environment and were considered as the strong improvement of corporate environmental performance that lead to long-term business benefits. A summary of the key success factors for corporate environmental performance is presented in table 8.

All respondents made statements regarding the natural environment factors has been identified that explicitly addresses the natural environment as a factor that potentially influences the environmental performance of firms.

Respondents A, B, and C argued that the first of all, the society can influence the environmental performance of firms through the imposition of social norms, the development of consumer preferences, the pressure organized communities place on firms to clean up, and the level of education and skill of workers, which conditions their ability to contribute to environmental management initiatives. The second they believed that economic climate can also affect a firm's environmental performance through its capital markets. "Capital markets may be one of the most important factors conditioning corporate behaviour" (Respondent A). "The competitive markets may provide a greater incentive for firms to differentiate products on the basis of environmental quality" (Respondent B). "Consumer preferences also are the social environment factor that influences the marketability of different kinds of goods" (Respondent C).

Respondent A and respondent C thought commonly that the institutional setting strongly

affects the environmental performance of firms, particularly through the promulgation and reinforcement of environmental regulations and the availability of information on company performance. “An important role for government, in addition to regulation, is to mobilize the economic (market) and social (community) forces that put pressure on firms to cleanup” (Respondent A). “Government can achieve this through a range of actions including making accurate information about firms’ environmental performance publicly available” (Respondent C).

**Table 8: The strong improvement of corporate environmental performance that lead to long-term business benefits**

Topic	Findings	A	B	C	Total
<b>The strong Improvement of corporate environmental performance that lead to long-term business benefits</b>	The natural environment factors has been identified that explicitly addresses the natural environment as a factor that potentially influences the environmental performance of firms.	✓	✓	✓	<b>3X</b>
	The society can influence the environmental performance of firms through the imposition of social norms, the development of consumer preferences, the pressure organized communities place on firms to clean up, and the level of education and skill of workers, which conditions their ability to contribute to environmental management initiatives	✓	✓	✓	<b>3X</b>
	Economic climate can also affect a firm’s environmental performance through it capital markets	✓	✓	✓	<b>3X</b>

	The institutional setting strongly affects the environmental performance of firms, particularly through the promulgation and reinforcement of environmental regulations and the availability of information on company performance.	✓		✓	2X
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Source: Convergent interviews

**(9) What is your opinion on the corporate environmentalism governance relationship with corporate environmental performance toward business environmental performance?**

Findings identified four opinions on the corporate environmentalism governance relationship with corporate environmental performance toward business environmental performance and were summarized in Table 9.

**Table 9:** Relationships between corporate environmentalism governance and corporate environmental performance toward business environmental performance

Topic	Findings	A	B	C	Total
<b>Relationships between corporate environmentalism</b>	Corporate environmental performance toward business performance is impacted upon by corporate internal environmental factors, corporate external environmental factors and corporate social responsibilities factors .	✓	✓	✓	3X

<p><b>governance and corporate environmental performance</b></p>	<p>Corporate internal driven factors such as corporate culture, ecological values and managing change are strongly related to corporate environmental performance toward business performance</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p><b>3X</b></p>
<p><b>toward business environmental performance</b></p>	<p>Corporate external driven factors such as governments, local communities and customers are strongly related to corporate environmental performance toward</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p><b>3X</b></p>
	<p>Corporate social and environmental responsibility factors such as Market access, political reform socio-economic, and Stakeholders activism are influenced corporate environmental performance toward business performance.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p><b>3X</b></p>

Source: Convergent interview

All three respondents (A,B and C) consistently believed that corporate environmental performance toward business performance is impacted upon by corporate internal environmental factors, corporate external environmental factors and corporate social responsibilities factors. They mentioned first that corporate internal driven factors are strongly related to corporate environmental performance toward business performance.

They all identified that Corporate external driven factors are strongly related to corporate environmental performance toward business performance. Respondents also thought that corporate social and environmental responsibility factors such as Market access, political reform and socio-economic, and Stakeholders activism are influenced corporate environmental performance toward business performance.

**(10) Other comments and opinion on the preliminary model of corporate environmentalism governance**

Findings identified four comments and opinions on the preliminary model and were

summarized in table 10.

All three respondents (A, B ad C) thought that preliminary model of corporate environmentalism governance such as internal factors (culture, ecological values and managing change), corporate external factors (governments, local communities and customers) and corporate social responsibilities factors(Market access, political reform socio-economic, and Stakeholders activism) are factors that create positive corporate environmental performance toward business environmental performance.

According to respondent (A) and respondent (B) corporate environmentalism governance can fulfill supply-chain requirements, ensure continual environmental improvement, help to reduce legislative non-compliance, promote staff environmental awareness and increase financial savings resulting from resource saving and cost reduction.. Both two respondents (A) and (B) admitted that from the public relations perspective, it can improve the company image, and enhance favorable customer relationships

**Table 10:** Other comments and opinion on the preliminary model by respondents

Topic	Findings	A	B	C	Total
<p><b>Comments about corporate environmentalism governance and opinion on</b></p>	<p>Preliminary model of corporate environmentalism governance such as internal factors (culture, ecological values and managing change), corporate external factors (governments, local communities and customers) and corporate social responsibilities factors(Market access, political reform socio-economic, and Stakeholders activism) are factors that create positive corporate environmental performance toward business environmental performance.</p>	✓	✓	✓	3X

<p><b>the preliminary model by respondents</b></p>	<p>Corporate environmentalism governance can fulfill supply-chain requirements, ensure continual environmental improvement, help to reduce legislative non-compliance, promote staff environmental awareness and increase financial savings resulting from resource saving and cost reduction</p>	✓	✓			2X
	<p>From the public relations perspective, corporate environmentalism governance can improve the company image, and enhance favorable customer relationships</p>	✓	✓			2X
	<p>Communities can benefit from organizations that demonstrate their commitment to the environment through various initiatives such as adopt a park, tree-planting, protecting a native species, donating sheets, blankets and old furniture to charities.</p>	✓			✓	2X

Source: Convergent interview

Respondent (A) and respondent (C) allowed that respondent B mentioned that communities can benefit from organizations that demonstrate their commitment to the environment through various initiatives such as adopt a park, tree-planting, protecting a native species, donating sheets, blankets and old furniture to charities.

## 5. Conclusions

The convergent interviews of the impact of corporate environmentalism governance on the corporate environmental performance toward business environmental performance is shown that all the three respondents toward the convergent interviews believed that a good corporate environmentalism governance can help the company differentiate itself from its competitors and increase its business environmental performance

This article is reported on exploratory research regarding the impact of corporate environmentalism governance on corporate environmental performance toward business

environmental performance. It has refined a research model particular to the Togolese context as the major study for this paper. The data collected from the convergent interviews was analysed and confirms the comprehensiveness of the theoretical framework. The key analysis and interpretation of convergent interviews included a profile of the three respondents and their opinions about corporate environmentalism governance in Togo, relationship between corporate environmental performance and business environmental performance and the relationship between corporate environmentalism governance and corporate environmental performance.

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## 7. Appendix

For this research, a list of 10 probe questions around the research issues based on the literature was mentioned in this appendix the interview guidelines for Convergent interviews.

No	Interview guidelines for Convergent interviews
<b>Int 1</b>	Please tell me about yourself? How long have you been with the company and been in charge to improve corporate environmental performance?
<b>Int 2</b>	What is your opinion on corporate environmentalism governance?
<b>Int 3</b>	Why does a company must adopt corporate environmentalism governance? How does it work?
<b>Int 4</b>	What are the key internal factors that you think are important to facilitate the creating of corporate environmentalism governance?
<b>Int 5</b>	What are the key external factors that you think are important to facilitate the creating of corporate environmentalism governance?
<b>Int 6</b>	How does the company integrate social responsibility into core business plan and practices?
<b>Int 7</b>	In your opinion, what method and procedures are used for building environmentally responsible organizations?
<b>Int 8</b>	Does the improvement of corporate environmental performance lead to long-term business benefits? Or always cost money?
<b>Int 9</b>	What is your opinion on the corporate environmentalism governance concept and its relationship with corporate environmental performance?
<b>Int10</b>	Do you have any other comments? What is your opinion on the preliminary model?

Source: developed in this research