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SCHOOL OF BUSINESS, ECONOMICS AND LAW

Employee Commitment To CSR Initiatives

- A case study

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Abstract

Titel: Improve employee's commitment through CSR. A case study.
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Background: If the companies succeed in committing their employees to CSR initiatives and therefore become more aware of the environment, the company could gain long term advantages. Most of the published literature focuses on external CSR and the impact it has on organizations, but there is a lack of studies in the internal effects of CSR. For CSR to be a part of the company culture the employees have to be committed and since few frameworks and guidelines are available, it is difficult for companies to begin to communicate internal CSR goals and commit their employees to CSR initiatives.

Purpose: Increasing the awareness about how to commit employees to CSR initiatives

Method: A case was processed to better understand how to commit and motivate employees. The case study contains out of: a reality based CSR initiative, interviews, document analysis, field observations and a survey. The authors have spent the entire thesis time at Volvo Tuve plant to better understand commitment among employees.

Conclusion: Six suggestions for committing and motivating employees to CSR initiatives have been identified. The most important factor is good communication interaction and delivering internal CSR goals.

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1.0 INTRODUCTION

The world stands in front one of the greatest global challenges ever; *the climate is changing rapidly because off human's action*. Our generation has a responsibility and must start to commit for a better place to live for generations to come (Hillman and Keim 2001; Time Magazine, 2013).

Currently carbon emissions have increased with 88 percent between the years 2000 to 2008 (Ekonomi Fakta, National Geographic). A direct effect is that two species are extinct every day since the beginning of 2010, 85 percent of the oceans are being categorized as overexploited of fishing, cause only by human and extreme weather disasters cause many people death yearly. The planet is heating up, glaciered are melting and sea levels are rising, as greenhouse gases are constant increasing since humans are releasing heat-trapping gases as we power up our modern lives. The effects occurs quickly, the poles are melting three times faster under the measurement period between 2005-2010, compared to in the beginning of 90th (National Geographic). This behaviour is irresponsible and does not only have a direct negatively consequence on the environment, it delivers a damaging consequence on the world economic (Time Magazine, 2013).

Countries are trying to get together by organizing climate conferences in Doha (The Swedish government, 2012) and Copenhagen (Svenskt Näringsliv, 2009) to agree on how to resolve and reduce the negative effects of the world's environmental problems, but unfortunately not even the world's most powerful leaders seem to be able to agree on how this should proceed.

This is one of many reasons why global and national companies, need to step up and take responsibility for the negatively environmental impact they cause the world (Time Magazine). Another reason is that these companies have a large impact on both the society and the governance, which makes it even more important for them to start to care for the environment through their corporate social responsibility work (Rio, 2012).

“A company is not greater than its employees” (Martelly, 2013) and if this is true, it is important that the company leaders must start to commit and motivate their employees towards a more environmental thinking and acting, so that companies can take

responsibility for their negative environmental effects (Rio, 2012). If companies can build a better relationship with their employees through their CSR work and change the commitment to the organization environmental policy, maybe they can motivate the employees to care for the environment outside the workplace as well (Hillman and Keim, 2001; Ferrell et al., 2010). If the company succeeds to commit their employees, this could be a small start to solve the giant climate issue (Rio, 2012).

2.0 TERMINOLOGY

These are our own explanations of terminology used in this thesis.

Corporate Social Responsibility (CSR): Is when a company takes greater environmental and social responsibility than laws and regulation demands.

CSR initiative: An achievement to take greater environmental and social responsibility.

An environmental initiative is a part of CSR initiatives.

Internal CSR goals: Refers to goals for the company employees to achieve.

External CSR work: Refers to work focused on the stakeholders outside the company.

Internal stakeholders: The company employees.

External stakeholders: All of the company stakeholders, except the employees.

Committing: Engaging employees to involve in an initiative.

3.0 PROBLEM DISCUSSION

Corporate social responsibility (CSR) is the company's responsibility for the society and the definition has been in the spotlight since the beginning of the 1990 (Carroll, 1999). CSR is for many companies to take responsibility for the negative effects the company have on the society so it creates positive attention in the media (Manheim and Pratt, 1986; Hooghiemstra, 2000; May, 2008).

Since the competition on the market is getting more competitive, and the consumers are more aware of the global issues, it is important for companies to create innovation in all areas, including CSR, which is getting more important in today's business climate due to the attention in the media (Hooghiemstra, 2000). As a result of the attention in the media, it has created a greater awareness regarding CSR and although a CSR policy is

voluntary, it has become an important factor to meet with the external stakeholder's requirement (Grafström et al. 2008).

We believe that companies concentrate their CSR work only to the external stakeholders, since they want to gain attention and maximize the profit, which is the main goal for all the companies (Friedman, 1970; Ferrell et al., 2010). Though it is important for companies to take consideration for all of its stakeholders to gain legitimacy and credibility (Buckley et al. 2001). Stakeholders can easily be defined to only include external people, but it is important to know that employees are including in the term stakeholders (Carroll, 1999).

If company's start including internal CSR goals to their business strategy and succeed committing their employees to internal CSR initiatives, we believe they can gain new competitive advantage and stay long time resistant. We also think that other possible effects are that the employees could become more committed to the company and environmental friendly outside the company.

Most of the research and the published literature are about external CSR work and the impact it has on organizations, but there is a lack of studies on the internal CSR effects. When only a few frameworks and guidelines are available, it is difficult for companies to communicate and motivate internal CSR goals and committing their employees to CSR initiatives, so that it can be a part of the company culture (Rupp et al., 2005; Brammer et al., 2007).

3.1 RESEARCH QUESTION

The problem discussion led to the following question;

- How to commit employees to a CSR initiative?
- How does communication and motivation impact employee commitment to a CSR initiative?

3.2 PURPOSE

The purpose of this thesis is to increasing the awareness about how to commit employees to CSR initiatives.

It is hoped that this thesis will contribute to the CSR litterateur and that the conclusion will be a guideline when committing employees to internal CSR work. This thesis can be of interest for all companies, irrespective of business category.

4.0 LITERATURE REVIEW

Stakeholder management supports the organisations strategic by interpreting and influencing, both the external and internal environments and is a practice that must be planned out of underlying principles. Company's can create a positive stakeholder relationship when their management principles are in line with stakeholder's expectation (Carroll and Archie, 2003). A Stakeholder is a "person or group that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present or future" (Grunig, 1992 pp.106). It consists of a primary group; shareholders, employees, customers and supplier, and a secondary group; government and communities (Clarkson, 1995). Better relationships with primary stakeholders like employees can lead to increase profit by helping the company developing intangible assets, which are hard to copy and therefor a valuable source of competitive advantage (Hillman and Keim, 2001).

The relationship is supposed to interact and bring participation and this build the groundwork for transparency and accountability (Andriof et al. 2002:9). Remaining and supporting a good relationship with the stakeholders can increase the effectiveness (Grunig and Repper, 1992). Grunig (1992) indicates that a good relationship with the employees could raise their commitment to the organisation and lower the risk of disruption. This may enhance the ability to outperform competitors in the long-term (Hillman and Keim, 2001).

4.1 Employees Commitment

For employees to be able to respond to company goals, they first have to be motivated and secondly committed to overcome the challenges to achieve the goal (Collier and Esteban, 2007). The key element in motivation is goal setting, without a goal it is impossible to measure the achievement (Latham, 2004). Motivation is what induces the action and answers the questions “why am I doing this?” and “what do I hope to achieve?” (Locke, 1997 pp.402).

Employee commitment refers to “ the individuals involvement and satisfaction with, as well as enthusiasm for, work” (Harter et al., 2002 pp.269). The commitment of the employees, affects the productivity and profitability by maintaining a positive relationship with the employees. This has got an effect on the customer’s satisfaction (Buckingham and Coffman, 1999). A way of committing employees is to empowering them by giving responsibility and opportunities to affect their own working environment (Leitichet al., 1995). Similar Argyris (1998) argues that no vision or strategy can be reached without competent and empowered employees. Empowered employees are not only wanted but also needed for companies to reach their goals and to be fiscally healthy and environmentally responsible (Ennander and Pannullo, 1990). Further empowered employees, in comparison to “not powered employees”, are more committed to participate in environmental activities (Argrys, 1998). A way for managers to encourage the empowerment of employees is to reorganize the company’s structure to a horizontal organization, instead of being a hierarchy. This gives the employees more freedom to participate in decision making and taking own decisions, which can result in more effectiveness (Wever and Vorhaur, 1993).

Teamwork is another necessary factor in the work of reaching commitment among employees to CSR initiatives. It is good to generate ideas, enhance learning experience and improving the understanding about why, what, how, where and when to pursue the best possible environmental options (Beard and Rees, 2000).

Rewarding system is another important factor that can help promote employees to preform environmental practice, which can be a way of motivating and increasing the employee commitment (Laabs 1992; Patton and Daley, 1998). Rewarding system can be

a way of committing employees to the companies environmental performance, examples of this is profit-sharing, increase in salary or other benefits that motivates. It should fit the employees needs (Atwater and Bass 1994; Letich 1995; Paton and Daley 1998).

4.2 Communication

The general definition of communication is “transmission of content X from a sender Y to a recipient Z using an expression W and a medium Q in an environment E with a purpose/function F” (Allwood, 2002 pp.8). However, when placing communication into a business context, a definition of corporate communication is more relevant; “A management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent” (Cornelissen, 2011 pp.5).

Morsing and Schultz (2006) outlines the stakeholder theory with the focus on three stakeholder communication strategies; (1) Informing , (2) Responding and (3) Involving. The academics suggest exercising these three communication strategies through the theory of sense-making, to better understand the process of communication (Morsing and Schultz, 2006).

Sense-making refers to the understanding of each other and the meaning of example, a conversation with others (Nijhof et al. 2006; Gioia and Chittipeddi ,1999). Gioia and Chittipeddi (1991) suggest interaction between the two parts (sense-making) and creating a vision and then clarify the goal towards the employees (sense-giving). The focus on the manager process is to understand and cognate the employees and thereafter commit them to make an action, towards the goal. (Gioia and Chittipeddi, 1991). Craig-Lees (2001) indicates that no organisation or manager can make sense all by itself, but if the organization or individual can integrate the sense-making of others, it will affect their ability to create a productive relationship. Meaning that managers must get a sense of the organizations internal and external environment and thereafter define a revised concept of the organizations process and create goals (Gioia et al., 1994).

The first (1), stakeholder information strategy, is a one-way communication from the organization to the stakeholders, where the organization informs stakeholders. The

organizations that have adopted this model have the major focus on press relations and public information. Examples of these types of companies are governments and non-profit organizations; they deliver sense-making to their audience. The expected response from the stakeholders, are that they give support and are being loyal to the organization. A worst case scenario is that the stakeholders show disagreement by protesting or boycotting the company (Smith, 2003). This is why the company must inform their stakeholders on their good intentions to be sense-giving, as they aim to influence (Gioia and Chittipeddi, 1991; Morsing and Schultz, 2006).

The second (2), stakeholder response strategy is based on a two-way asymmetric communication, meaning that the communication flows to and from the receiver. The stakeholder reaction does not mean that the company changes their own behaviour. Rather the company tries to change the receiver's attitudes and behaviour by engaging them and making the companies decisions relevant to their stakeholders. The communication is including sense-making and sense-giving (Gioia and Chittipeddi, 1991; Morsing and Schultz, 2006).

The third (3), stakeholder involvement strategy is a two-way symmetric communication model, meaning that there is a dialog in the communication flow to and from the receiver. The company can be influenced by their stakeholders and not only be an influent on them. In the second strategy (2) a dialogue does not exist. By engaging in a dialogue the company secures that their stakeholder's expectation are in line with their own. This strategy includes interaction between sense-making and sense-giving (Gioia and Chittipeddi, 1991; Morsing and Schultz, 2006).

According to Grunig & Hunt's (1984) there is a need to include sense-making and sense-giving in the development of the two-way communication process, since it is important when communicating a message to employees and creating commitment towards the message. The message could be a CSR initiative. Two factors, motivation and communication have been identified to create commitment to CSR among employees (Gioia and Chittipeddi, 1991; Morsing and Schultz, 2006).

4.3 Corporate Social Responsibility

Corporate social responsibility is for many companies” to do good or the right thing” to improve their reputation, have a positive effect on the brand image and stock value, in other words it is “good for business” (Lenssen, 2007). For the last fifty years, the view of caring for others have been processed into several related concepts (Dhanesh, 2012). Sriramesh et al. (2006) have identified the stakeholder approach to clarify the meaning of CSR. The stakeholder approach include different stakeholders and that the business have responsibilities to all of it stakeholders. The company must consider the wellbeing of different stakeholders, who are affected by the company in different ways. (Freeman, 1984; Clarkson,1995; Donaldson and Preston, 1995).

Carroll’s (1979) approach of CSR are corresponding to the stakeholder approach, but affirms that corporations believe they are social responsible if they take on discretionary activity’s, since these voluntary actions are often prized in media to be noble to the society (Carroll, 1991). Conferring to Carroll (1979), the stakeholder approaches is how to harmonize an organisations commitment to its stakeholders, by taking social responsibility through encompassing the “...expectations that society has of organisations at a given point in time” (p.500).

Already in the 1960 (Davis) addressed that benefits of taking social responsible actions could be long-term economic resistant, but not until the millennium was CSR accepted as a respectable business term (World Business Council for Sustainable Development, 2000). Grunig and Repper (1992) stated that companies can first benefit from CSR by focusing on how CSR is communicated to multiple channels. Further an existing CSR history could have positive impact on the publics in times of crises for an organization (Kim and Yang, 2009; Vanhamme and Grobben, 2009). Corporate social reporting can create a competitive advantage through the positive image the report delivers (Hooghiemstra, 2000).

4.4 Literature conclusion - commitment to CSR

A good relationship with the employees could raise their commitment to the organisation and can increase the effectiveness and profit (Grunig and Repper, 1992). The commitment is what reinforces the motivation to include goal settings, which is

important for measuring results and improvements, for example the profitability of a CSR initiative (Collier and Esteban, 2007).

When communicating a CSR initiative Grunig and Hunt (1984) argue that a two-way communication process is needed. Communicating CSR introduces a complexity to the relationship between the sender and receiver of the CSR initiative, which suggest a managerial commitment to involve the stakeholders. Therefore it requires committing and preserving stakeholder awareness, as well as improved CSR communication strategies. To increase the understanding of how managers can improve and preserve a constant awareness, it is suggest to exercise the theory of sense-making and sense-giving, to better understand the process of communication (Morsing & Schultz, 2006). By engaging in a dialogue the company make sure their stakeholders expectation and influence are in line with their own and the stakeholders participates in order to develop and adapt the CSR initiatives (Gioia and Chittipeddi, 1991; Morsing and Schultz, 2006).

Implementing a CSR initiative is hard, since there are no guidelines of how managers should act around CSR issues (Rupp et al., 2005; Brammer et al., 2007). Environmental and CSR initiative are not prioritize in many company's, since time is limited for managers and priority is given to areas, that shows results and are of interest for most of the stakeholders (Stead, 2004). However, there are research results confirming that CSR have a positive impact on external stakeholders (David et al, 2005; Kim 2006) and the company's performance (Orlitzky, 2003). Only a few studies have discussed the impact CSR have on internal stakeholders and these have had the focus: remaining employee and can CSR attract future employees (Albinger and Freeman, 2000; Greening and Turban 1996 & 2000).

5.0 METHOD

5.1 Research Choice

The concept of committing employees to CSR initiatives is not a very researched area since most of the focus lies on the external perspectives of CSR. This made the subject interesting and therefore we decided to analyse employee commitment to CSR initiative.

We were contacted by the environmental manager at the Volvo Tuve plant who wanted us to investigate the employees' commitment to a CSR initiative. The environmental manager had started a CSR initiative called Commute Greener and had experienced problems with committing and communicating the initiative. This led us to the following case study, which consists of six methods: survey, interviews, field observation, document analysis, focus group analyses and analyses of Commute Greener. By including many different types of methods in this case study, we were able to investigate more profoundly the understanding of the purpose of this thesis.

A case study is characterized by the fact that it only concerns one or a few investigations objects. The purpose is that instead of aiming the study toward a wide view it aims to be a detailed investigation of a certain phenomenon, for example in the area of business administration it can be an organization, a person, a project, a situation or a market. (Norén, 2013). This type of study is used to develop, variegate and extend the understanding of concepts and theories and also sometimes for reinforce and illustrate a hypothesis. (National Encyklopedin).

We were at the Tuve plant during a period of six weeks from Monday to Friday between eight in the morning to four in the afternoon. This gave us a better insight in the Tuve plant organization and how they work with questions concerning CSR, environment and employee commitment. We began with interviewing the environmental manager, the head and vice chief of communication and the project leader for Commute Greener at the Tuve plant. After that we sampled information about the factory employees' environmental thoughts in general, by having unscheduled conversations with ten persons. The interviews and conversations were the foundation to create a quantitative survey. The quantitative method enables the collected data to be flexible and transparent and therefore the validity is higher, which is in line with our research (Jacobsen 2002).

We became a part of the project group for Commute Greener since it was a good way to analyse and receive inside information and data. During the time we spend at the Tuve plant several field observations took part. In the end of the period we invited employees to an environmental focus meeting and meet with the head of CSR at Volvo Group.

5.2 Commute Greener

Commute Greener was a new CSR initiative for the Tuve plant and its purposes was to encourage employees to change travel habits to be more environmental friendly to and from the workplace and reduce carbon emissions. Commute Greener should inspire to change the travel habit, maybe take the bike or use carpooling once in a while.

The environmental manager at the Tuve plant, Berndt Albinsson, initiated the Tuve challenge. The reason why the environmental manager wanted to commit employees to lower their CO₂ emission, was because he made an investigation, counting cars that entered the Tuve plant area one morning and based on these numbers he calculated that 77¹ percent of the Tuve plants employees goes to work by car alone. Volvo IT presented a webpage as well as an app for the employees to register their travel way to the work. To be able to use the Commute Greener on the computer, the browser had to be Firefox and to use the application on the phone, the employees had to have a Facebook account.

The Tuve plant created a challenge for the Tuve employees that were running between the 2nd of April to the 2nd of June 2013 and was an individual contest. By improving their travel habits, the employees could collect points and the five people who made the best improvements each week, competed for cinema and lunch tickets. Only the ones who made a change was competing, not the ones that was already travelling environmental friendly for example with the bus, since they did not do an improvement in their travelling habits. The main winner at the end of the period got a lunch with the plant chief. The goal that the Tuve plant set up with this project was to reduce the carbon emissions by 24 tonnes, since many of the employees were single drivers².

¹ Appendix 2

² Appendix 1, Appendix 2

Commute Greeners project group, which we were a part of, held a reconciliation meeting every Tuesday for the project group, including the environmental manager, the head of IT at the Tuve plant, the head and vice chief of communication, the plant chiefs assistant and a representative from Commute Greener. The discussion was often about the future of the project and how to commit employees to get involved.

5.3 Document Analysis

Document analysis regarding facts about the Tuve plant and different reports by Volvo: the Volvo Way, the Code of Conduct and the sustainable reports from 2011 and 2012 has carefully been appraised since understanding the core values of Volvo is necessary.

There exist two aspect for a thesis to be creditable, the information has to be valid and the reliable. This occurs when the investigation has the correct information and data (Patel& Davidson, 2003).

5.4 Interviews

The interviews were held with important key managers in communication and environmental management.

The first interview was with the vice chief in communication at the Tuve plant, the main purpose was to talk about how information is communicated between divisions.

The second interview with the vice chief in communication included opinions from attending the managers meeting and a group leader meeting. We were asked to deliver feedback on the communication, especially regarding the CSR initiative, Commute Greener. During the interview the vice chief in communication suggested that a dialogue meeting could be held to encourage environmental thinking, but also to discuss important questions regarding employee commitment through CSR questions. A dialogue group analysis was a good complement to the survey³, since we believed it could gain additional information about CSR commitment and motivation. This meeting was called out to all group leaders, both in the factory and they were requested to ask if any of their works would go to this focus group. The meaning was that it should be free

³ Appendix 6

of choice, included no record to encourage a free speaking discussion. The focus areas were the environment at the Tuve plant, possible improvements of how to succeed when communicating and committing to CSR initiatives and how to motivate environmental work.

The last interview regarding communication was held with the head of communication at Tuve. The main part was about the communication around the new CSR initiative, Commute Greener, but also the impediment the communication was facing.

A final interview was held with the head of CSR at Volvo Group, Malin Ripa⁴, to get response on the conclusion assembled from the plant and ask questions about internal CSR goals. The interview lasted for about one hour and question concerning CSR, the environmental commitment among the employees, the new organisational form and the Code of Conduct were discussed. Since the time was short, we had an e-mail conversation about questions that was not asked, due to the time perspective⁵.

5.4 Field Observations

We attended a managers meeting and a group leader meeting, in order to see how CSR information was communicated between divisions⁶.

By spending 240 hours at the Tuve plant, we have interacted with employees in the factory as well as in the offices. This has result in conversations and a greater comprehension about employee's commitment, which provides important input to our work.

We planed a dialogue meeting, which was schedule with employees from different sections of the plant with the purpose to create a discussion about environmental and employees commitment. Invitations to this dialog meeting were handed out personally to ten employees, with information about the questions that was going to be discussed. The invited managers were encouraged to take along members of their team. In the invitation it was clearly pointed out that no notes where going to be taken, nor was the

⁵ Appendix 7, Appendix 8

⁶ Appendix 5

meeting going to be recorded, with the purpose to encourage the employees to speak, discuss and think free minded.

We took part of the environmental manger two investigations about the travel habits to Tuve. This mean we counted cars and bicycles two mornings between 5.30-07.15, with the purpose to see how many travelled by car. In the second counting we registered how many which were car-pooling. The two investigations had six weeks apart.

5.5 Survey

Eljertsson (2005) argues that there are several of ways and rules to create a survey. The main rule is to adjust the language to the target group of the survey, making it easy without being naive, which is something we have tried to adapt. Further on Eljertsson motivate that it is important for the questions, not to be interpreted in more than in one way. Another important factor is that the questions should not be conductive towards a specific answer, but written in a neutral way. We spent a lot of time twisting and turning the questions until achieving a satisfying result.

In consultation with the environmental manager and the head of communication at the Tuve plant, the conclusion was that the best and most effective way was to personally hand them out during lunchtime and break time. The main reason for this decision was that it would be the easiest way to get the response needed from the employees. A main advantage was that we were personally available for questions, when the employees filled out the survey. This is also the main reason why the response frequency was 100 percent of the distributed. We were having conversations with the employees at different division to gain a better understanding about CSR commitment. Based out of these independent conversations, the survey questions and the other methods in the case study were created.

The survey was based on ten questions and the response was approximately nine percent⁷. The answers were strictly confidential and gathered in a discreet way. The survey questions in focus was to see if the employees consider the environment at home and/or at their work, how they travel to and from work, and if they knew about the

⁷ The total amount of employees at the Tuve plant (May 2013) is 1591, 145 participated in the survey.

environmental project, Commute Greener. Another attention was to see if their employment form had an impact on, if they received information about Commute Greener. Consequently, did employees have a larger interest for signing up for Commute Greener if they knew there were prizes to be won. The purpose of this survey⁸ was to analyze the CSR commitment among the employees, if the employees had knowledge about Commute Greener and to investigate if the communication about the project had reached out, since the survey was handed out about three weeks after the start.

Reliability can be hard to secure, when the answers in a survey is based upon if the respondents understand the questions. Important is also that necessary and clear information is devolved. The reliability of the surveys in this thesis is high, since we asked random employees to participate. Another part that increase the reliability is that, no managers were around, so the employees could feel committed to us and ask questions regarding the survey.

Validity is important for securing that the thesis contents of an analysis, which is based on theoretical frames and that surveys and questioners are being formed out of the theory (Patel& Davidson, 2003). The survey was formed out of these interviews together with the theoretical framework that includes an analysis, which increase the validity and reliability. The meaning of the failure analysis is that the result is less reliable depending how many out of the participants, which did not answer correctly (Körner and Wahlgren).

⁸ Appendix 1

6.0 RESULTS

In this section are the results from the different methods used in the case study presented together with a short analysis. In the next part, 7, "Analysis", is where the purpose of the thesis is being analysed out of the literature.

6.1 Results and analysis of Commute Greener

Looking at Commute Greener one could argue, that Volvo Tuve committed to lower their negative effect on the environment from their production. By affecting the traveling ways of their employees Volvo Tuve can also accomplish some good achievements in the plan of taking care for the future of the planet, when it comes to reduce the emissions from their employees car and lower the carbon footprint.

Commute Greener had 43 participants registered⁹ when it ended, though the project group had counted on goal of minimum of 100 participants. The outcome was a reduction in the CO2 emissions by 1,218 tonnes (B. Albinsson) and not 24 tonnes, as the goal was.

From the surveys questions about Commute Greener, only 43 percent¹⁰ of all the employee's¹¹ knew about Commute Greener, out of this surprisingly 100 percent¹² of the officers knew about it. Among the consultants 74 percent¹³ had not got the information, neither had the 67 percent¹⁴ collective workers. This clearly shows that the information had not followed through the line of communication from the managers to the rest of the employees.

Only 35 percent¹⁵ of those that knew about Commute Greener used it. One reason for this could be that, according to the conversations, several employees thought that the project required leaving the car at home and starting to bicycle every day. For many this assumption was followed by the argument that it took to long time bicycling to work. Commute Greener was a project aiming to improve the travel habits, not every day, but once in a while. If all of the employees had made a few changes it would have given a

⁹ Appendix 11

¹⁰ Appendix 1, Appendix 2

¹¹ Out of the survey, 145 participated in the survey.

¹² Appendix 3, Appendix 4

¹³ Appendix 3, Appendix 4

¹⁴ Appendix 3, Appendix 4

¹⁵ Appendix 3, Appendix 4

better result. Among those that joined Commute Greener about 77¹⁶ percent found it difficult to use. In the conversations many employees told that they had heard rumours about that it was difficult to use and therefor had not registered. This confirms that the several technical issues around the project had an impact. The first technical obstacle was that to be able to register and use the program the browser on the computer had to be Firefox and unfortunately all the computers at the Tuve plant had Explorer. This was followed by various other issues, which made it hard for the user to register their improvements. During one of the conversations an employee suggested that the prizes could have been better. Only 33 percent¹⁷ of the employees would sign up for Commute Greener knowing that move and lunch ticket could be won.

The first and the second investigation counting car were similar, since the second investigation showed no improvement in the employees travel habits¹⁸. When the first investigation was mad, Commute Greener had just started, but when the second investigation was mad Commute Greener had run for six weeks, and the expectations was that it would have influenced the travel habits, though it had not. After this investigation the fact that no greater improvements had been done, was presented to the Commute Greener project group. During this meeting the question was whether it was worth trying to make a campaign for recruiting new members to Commute Greener. The project group concluded that it was not worth the effort, since the response had been so poor and the project was in its final weeks.

The conclusion from the survey was that 43¹⁹ percent knew about Commute Greener and out of these, 35 percent used Commute Greener. At the end of the Tuve Challenge the participants had only increased from 22²⁰ to 43 participants²¹. This concluded that the commitment to Commute Greener was very low overall at the plant. One reason why the employee's did not know about it was that the communication did not work, since the information was not transmitted.

¹⁶ Appendix 3 ,Appendix 4

¹⁷ Appendix 3, Appendix 4

¹⁸ Appendix 9

¹⁹ Appendix 4

²⁰ Measured three weeks after the introduction of Commute Greener

²¹ Appendix 11

To secure the right eventuation has a failure analysis been complete on all questions. The failure analysis swiftness from 0 %, when all participants answered the question to 13,79 % when participants have left a blank answer.

When evaluating Commute Greener, some suggestions were found about what the project group could have done differently. First of all the project group could have made a better marketing campaign, to draw attention to the initiative. Second, the manager from Commute Greener could have informed about Commute Greener at the chief and group meetings, to make sure the information reached everyone. They could have made sure it existed only one version of Commute Greener, excluding the Classic version. By offering a help desk of how to register during the first week of Commute Greener or during the project period at the Tuve plant, they could have given direct support and this could also have contributed to avoiding the rumours that Commute Greener was hard to use. This would also have drawn and awakened attention to the project. The problem was that the project group had no experience of a similar project at a plant and thought it would run by itself and needed no support. The reality was the opposite and it existed no plan of how to handle the problem.

6.2 Results of the interviews

From the interviews with the vice chief of communication the following information was received; At the plant they use an internal magazine, Tuve Pressen, where part of the current information is noticed, there is also an internal web page for the employees to take note of the latest news regarding Volvo. Information is also delivered through the managers meetings once a week. The group leaders, which attend the managers meetings, have 30 minutes briefing for their project group every week. During the chief meetings the plant manager presents current information regarding the plant, mostly concerning the production. The head of communication argued that communication, especially information that does not concern the production is complex, since employees are less interested in this information. A summary from the manager meeting is sent to all group leaders to facilitate, when they present the information to their team workers.

In the outcome of the interview with the head of CSR at Volvo Group, she argued that CSR is an attitude that needs to be implemented through the Code of Conduct. Regarding

the question on employee commitment to CSR, Ripa, talked about the employees importance to first understanding the impact their own behaviour has on the organization. Referring to that each employee primary has to figure out what he can too contribute and this awareness can be implemented with the help from the Code of Conduct. This information is provided in the sustainability reports, which recently have been made in an easier way to give the receivers at Volvo Group an easier holistic picture. Volvo has launched a new long-term environmental programme to inform about CSR through their code of conduct and this will be implemented as e-learning program, for the employees.

6.3 Field Operations

From attending the managers meeting and group leader meeting the impression was that many are uncomfortable presenting information and the knowledge about presentation technic can be improved. We captured that the interest among the audience quickly decreased and this could be a reason for the information transmitted from the managers to the teams are low. At the group meeting it was revealed that not all information from the managers meeting was transmitted to the teams. It was shown that the information the managers did not have enough knowledge about, were not communicated, for example the information about Commute Greener.

When having conversations with the employees, we had to explain that we were not from Volvo Group and that we were only students and not here to evaluate their work. We had to explain that the conversations and the survey were not mandatory. Many employees expressed a concern of how the information was going to be used and processed. By the conversations with different employees the overall experience is that the interest for the environment is very low. When employees talk about the environment, most of them are referring to the end product, for example that the truck is environmental friendly. As one employee stated, “ we are here to build trucks, we do not have time to think about environmental initiatives”. By these conversations we have also captured that the employees at the factory are sceptical to environmental initiatives that can benefit the company without benefitting them selves. Among the employees some pointed out that if they were rewarded by committing to Commute Greener, they would have been more motivated to join. Another comment about not wanting to

commit to Commute Greener was that the public transport systems is not frequent or good enough to fit into their schedule regarding picking up their kids from kinder garden. From one of the conversations with the environmental manager, we were told that Volvo Tuve use a salary rewarding system, for certain leaders, to reach goals and engagement in their department based on their personal based plan. The goals are within the areas of quality, maintenance and production.

A positive reaction to environmental initiative is that there is an “innovation corner” at the factory, where the employees can come with ideas on how to improve their working situation, for example by inventing a smarter solution for a recycling bin. This is an initiative that the employees are very proud of having, but a suggestion is that the plant should have a rewarding system to raise the quality on the inventions and raise the amount of the environmental inventions since they are not so common.

Dialogue meeting, unfortunately no one attended the meeting. This can be interpreted that there is a low interest for CSR issues at the Tuve plant. We believe that if the plant chief had invited to the meeting or if the information about the meeting had been given at the managers meeting, the number of attending could have been higher. Our conclusion is that employees priorities meetings after who invite, two students does not have the same priority as a chief manger.

6.4 Results and analysis of the survey

The participation division contained (question 1) of 26 percent consultant, about 18 percent officers and 56 percent collective employed, which can be considered satisfying due to the major part of the employees works at the line (collective employed).

Analysing the survey (question 2) it was shown that about 51 percent²² of the Tuve employees consider themselves to care for the environment both at home and at work. Of the rest, approximately 25 percent²³ consider themselves caring for the environment only at home and not at work, and about 6 percent²⁴ consider that they never care for the environment. In this question we tried to identify if there was a lack of commitment

²² Appendix 4

²³ Appendix 4

²⁴ Appendix 4

to the environment. As the survey result showed, a majority concerns for the environment both at home and at work.

The following question (question 3) had the aim to figure out if the employees thought that the plant cares for the environment. The result was positive, but it was interesting that among the collective employed almost 26 percent²⁵ did not think that the Tuve plant cares for the environment. The reason could be, as many answered, that the recycling in general is for example plastic glasses and a certain plastic is not so good.

Question 4, concerned if the employees think that Volvo gives them the right conditions to concern for the environment out of their own working situation, for example regarding recycling. The result showed that about 64 percent thought that Volvo Tuve gives them the opportunity to care for the environment.

A usual comment about traveling habits to and from work was that many wanted to travel in a more environmental friendly way but due to the poor public transportation system, only about 12 percent²⁶ of the Tuve employees use public transportations and 57 percent²⁷ travels by car (question 5). Recently a meeting was hold with attention to improve the frequency of the busses to the plant due to complains from the employees, this shows that the board cares for improving the transportation (B.Albinsson). Due to the outcome of the meeting between the plant board and Västtraffik, only a few of the employees actually pay for their journey. Therefor Västtrafik consider that it is not necessary to extend neither the time tables nor the number of busses, since their statistic shows that the busses are not over loaded.

To summarize, according to this survey²⁸ there is an interest among the employees to care for the environment, this was clearly shown in the second question but also in the last question where the survey participants were free to write suggestions for the Tuve plant to become more environmental friendly. Many of the suggestions were from the collective workers, wanting to improve the recycling opportunities in the factory. However according to the survey there is a lack of commitment to CSR initiative and

²⁵ Appendix 3

²⁶ Appendix 4

²⁷ Appendix 4

there is also a lack in the communication. This information²⁹ can hopefully be helpful for the Tuve plant, when committing in other CSR initiatives, to motivate employees to a CSR attitude.

7.0 ANALYSIS

According to the stakeholders approach companies have responsibility to all of its stakeholders, and among these the company's employees are included. A problem is that few studies are made on the internal stakeholder perspective (May, 2008) and therefore there are no frameworks and standards for the companies to follow. This makes it even more difficult for managers in today's business climate to handle CSR issues, when their responsibility has expanded to include more areas of expertise (Stead, 2004). The conclusion of this is that managers divide their time to their working task, which has to be delivered due to a goal. If CSR does not have a significant goal or meaning it will not be necessary to complete and this is one of the possible effects when trying to commit employees to CSR initiatives. An example from Commute Greener is that group leaders at Tuve decided only to communicate information they believe are important, often information about coming order quantities, and not all given information. An indication of this is that only about 43 percent³⁰ of the employees at the Tuve plant knew about Commute Greener. As Grunig and Repper (1992) argue, business can first deliver positive effects when focusing on how CSR is communicated through different channels to reach awareness among the employees.

To improve the communication a two-way communication is needed (Grunig and Hunt, 1984). The most common communication way at the moment at the Tuve plant is a one-way communication: information is delivered from top to bottom without taking in count the receivers opinion. Though a one-way communication is used when giving information from top to bottom of the organization, leaving no space for the employees to interact and this leads to a lower employee empowerment, which affects the commitment (Leitich, 1995). The importance with empowered employees is that they are more committed to participate in environmental activities and therefore it is important to give employees both ability and responsibility, to gain organisation commitment from their employees.

²⁹ Appendix 4

³⁰ Appendix 4

According to the head of CSR at the Volvo Group, the company offers motivators to commit to CSR within their area of expertise, for example engaging in spreading the awareness of using seat belt in India. It is easier to engage in these issues in emerging countries, since they are less developed compared to industrial countries, where the CSR engagement often is on a scientist level and a costly program. An example for caring for the society in industrial countries, are cooperation between Volvo and universities. To create motivators for committing employees to CSR initiatives in these countries, Volvo creates awareness by informing about climate savers such as the earth hour, Oxfam and similar initiatives (M. Ripa). As a result of their membership with World Wide fund's project, climate saver, Volvo has promised to reduce their carbon emissions, for example reducing the emissions from the plants (WWF). It has been a motivator at the Tuve plant to become CO₂ neutral³¹, this is something they have achieved and the employees at Tuve are proud of. This is a successful example of committing employees. A major priority for Volvo is caring for CSR in the external perspective and to create credibility and legitimacy towards their stakeholders, by engaging in specific regional agendas. (M. Ripa). However, caring for the implementation of the internal CSR attitude and internal specific CSR goals among the employees is a topic that needs the same priority (Svenskt Näringsliv).

Even though they do not have any internal specific CSR goals, the material exist in form of information on the official webpage, an easier sustainability report is available on the internal webpage and an info graphic application (M. Ripa). This is an approach to easier transmit and interchange the information among their employees. By facilitating the sustainability reports and using different channels to communicate, they gain commitment among their employees in CSR questions (Gioia and Chittipeddi, 1991).

Another way to awake the knowledge about CSR among employees is the new Volvo long term environmental programme, which is a mandatory implementation e-learning program about the Volvo's code of conduct. According to Collin and Esteban a code of conduct or ethics and mission statements is not enough to commit employees toward CSR questions, it has to be complemented by implementing ethics and mission into the

³¹ Tuve is CO₂ neutral since they are compensating the emissions. (B. Albinsson)

company culture. The e-learning program can be a way of implementing it in the company culture.

By making-sense of possible effects in the organisation, for example as sharing information, sense-making is delivered to grow awareness towards a better way for understanding the process of communication and the meaning of the message. (Gioia and Chittipeddi, 1991). Due to the lack of information exchange from top to bottom at the Tuve plant, it is hard to commit and motivate employees to a CSR initiative and gain competitive advantages, since no sense-giving is possible. Without information exchange no relationship or trust can be created and therefore the important dialogues are missing at Tuve. According to the Volvo way it is very important to have an open dialogue within and between different teams. Teamwork is necessary to generate ideas, enhance learning experience and to reach commitment among the employees, to be able to implement CSR initiatives. To encourage environmental performance, Volvo Tuve should implement a rewarding system to promote innovations at work. By implementing environmental goals in the managers personal based plan, the managers will have new goals to reach. A rewarding system will increase the commitment and motivation to act environmental responsible, though the system has to correspond to the company's CSR policy (Gioia and Chittipeddi, 1991; Morsing and Schultz, 2006).

The Tuve plant has an innovation corner in the factory where the line workers can come up with suggestions for improvements around their working task. The suggestions are built by a colleague and mostly out of recycled material, an example of this is a creation of a big plastic bin on wheels. This is a motivation creator but there is a lack of environmental suggestions which could be increased by a rewarding system.

A way of encourage employee empowerment is by making changes in the organisation form, toward a flatter organization that works more horizontal to create a dialog over boundaries and long term profit perspective (Wever and Vorhaur, 1993, Andriof et al. 2002:9). Volvo has recently changed their organizational and is aiming to have a horizontal environmental working approach and strategically work from one point towards all of the global plants (M. Ripa). With this type of organization it can be easier

to reach short as well as long term positive effects (Wever and Vorhaur, 1993, Andriof et al. 2002:9).

8.0 DISCUSSION

For many companies CSR commitment is still just “to do the right thing”, or things that are good for business” (Lenssen, 2007). The majority if this is external CSR work, on voluntary basis, which will have public attention and create an added value for the stakeholders (Hooghiemstra, 2000; Ferrell et al., 2010). We believe that companies has to realize that CSR work is not a burden an that internal CSR goals can be good for the company, since it creates intangible assets which can generate long-time profitability (Hillman and Keim, 2001; Ferrell et al., 2010).

We agree with the head of CSR at Volvo Group, that instead of seeing CSR as charity, it is an attitude. It is important to understand that no company is an isolated island. (M. Ripa 2013) and interaction with stakeholders “contribute to sustainable development, making a positive contribution to the society and understand how the entire chain, from suppliers to customers who actually use the products, impacts the world”(M. Ripa, 2013). This is why we believe, companies need to commit their employees to CSR initiatives, by implementing it as an attitude, so that they can contribute to positively effects on the environment.

When implementing internal CSR work, we believe it is ideal to do it trough the entire company so that it can be a part of all business divisions, since this clarify the importance of CSR to the employees. This will confirm to the employees that CSR is something that all departments in the company is working with together and can create affiliation to the CSR work, since it can create a greater understanding and knowledge. For example, Volvo Group is planning to implement their code of conduct as an e-learning programme to commit their employees. Although according to Collier and Esteban (2007) it is not enough to create commitment to a CSR initiatives by a code of conduct, cause it has to be embedded in the heart and minds of the employees to generate profit (Hillman and Keim, 2011; Orlitzky, 2003). This is a good initiative but the employees have no requirement to stand up to after taking the programme, which

we believe are necessary to commit to what they learned. We believe that with a goal, to stand up to, employees get motivated.

At the Tuve plant they tried to commit their employees to a CSR initiative, Commute Greener, which was a good initiative since it was an internal CSR goal, with the purpose to reduce CO2 emissions. However after taking part of the CSR initiative, there are a few things we would like to enlighten.

First, we recommend making a pilot study and testing the technology, before launching an initiative that is dependent on technical support. The technical aspect was shown to be a major issue since it did not work optimal from the beginning and had many errors, which contributed to excluding potential members, since the rumour spread quickly that “it did not work”.

Secondly, we did not see a defined structure or a project plan on how to operate and reach the goal. Neither did they have short term goals during the project time. For example, if they did not reach 15 members during the first week, they could have had alternative strategies turning to when trying to recruit new members. We believe it is important with goal setting and follow up the measured results, and have alternative plans for succeeding committing the employees.

Another observation we made was that there is a lack of commitment and interest regarding CSR questions in general. One example of this was the dialogue meeting, concerning environmental improvements. We personally invited certain employees, but nobody attended which proves the lack of interest for these questions. If there is a lack of commitment and motivation to CSR questions and issues, then it is important to provide the company managers with knowledge about CSR, so that they can be roll models and show interest in these questions.

Another experience we had after attending several of meetings was that the communication from managers to their team workers was deficient. Several managers did not know how to present and to speak in front of an audience. This was applicable to all information, and did not only concern the CSR information.

We think that it is important to continuously provide the managers with courses to improve their ability to communicate information. If the managers have knowledge and

can motivate and communicate CSR, this can lead to an increased interest among the employees and it will make it easier to committing them to CSR initiatives.

Another important factor was the lack of communication from the project group of Commute Greener to the employees. If the project group had taken more time to communicate and inform, the results might have been different. We suggest a two-way communication, including dialogues and sense-giving about CSR between the company and its employees.

Further we felt that the project group underestimated the time and work they had to devote to Commute Greener. We suggest more interaction between companies that have used Commute Greener, on how the initiative worked, positive and negative feedback about the project. Therefore we recommend the founders of Commute Greener to create a network for companies to share experiences.

To summarize the Commute Greener, Volvo Tuve did a great effort when trying to commit their employees to an internal CSR initiative, something they had never done before. By contributing to changing travel habits to work it could lead to people starting to take actions for the environment outside work and therefore have a positive impact on the society. However due to the mentioned circumstances Commute Greener was not as successful as expected. If there had been a framework on how to succeed to commit employees to CSR initiatives, then we believe it had been easier for the Tuve plant to get the results they sought.

Due to the lack of framework regarding committing employees to CSR initiatives we have summarized six important factors, based on our comprehensive of the literature and learning from the case study. These suggestions can be a guideline when implementing CSR work in general. The suggestions are:

(1) Define internal CSR goals.

By setting up goals it is possible to measure improvements and results and by this we think that it is easier to be motivated to work towards making improvements.

(2) Motivate the employees.

If the employees are motivated, it is making sense to them and they are be embedded in their hearts and souls to contributing and commit to for example, the CSR initiatives.

(3) Educate the company managers in communication continuously.

During the time we spent at the Tuve plant we realized that there was a lack of communication abilities among the managers. To commit employees to an initiative it is important that the managers have good communication abilities, to send the information to the receiver in a motivating sense-giving way. This is why we suggest that managers must continuously improve their communication skills by giving them the courses in the subject

(4) Use company managers as role models.

To be able to commit employees to CSR initiatives we have found that it is important that the managers of the company works as role models and contributes as a good example for the rest of the employees. By setting an example it is easier for the managers to motivate and communicate the CSR initiatives.

(5) Use multiple information channels.

We think that everyone is unique and that not only one information channel work for everyone. By amplifying and using multiple information channels to communicate a message the probability for the receiver to make sense of the message is increased.

(6) Use rewarding systems.

By using rewarding systems the company can encourages their employees to commit to CSR initiatives and goals. If the employees achieve the goals then a reward can be handed out, since this is an important way to promote and encourage positive changes within a company.

Finally, we think that a company's strengths are their employees. We argue that all of the employees, from bottom to top, contribute to making the organization work and therefore it is important to motivate employees to commit to internal CSR initiatives, so that companies can have a greater positive impact on the global issues.

9.0 CONCLUSIONS

Companies can motivate their employees to be committed in CSR initiatives (Grunig and Hunt, 1984), by giving them an understanding of how the company affect the environment and how they can help contributing to decrease the environmental issues the earth is facing. By committing the employees to CSR initiatives the awareness of the climate change is enlightened and on the possible right way towards making a positive environmental change (Ferrell et al., 2010, Dhanesh, 2012).

For companies that want to be market leaders, they have to start focusing on internal CSR work, to gain long time profitability and credibility among all stakeholders. CSR can be viewed as an attitude that runs along the companies different divisions as a line of argument. In this way can CSR be accepted as a part of the company culture, which is a result of committing employees, not only by implementing a Code of Conduct, but also by implementing ethics and moral in the heart and minds of their employees (Lookwood, 2004; Esteban and Collier, 2007).

Based on the comprehensive of the literature and the results from the case study, six suggestions for committing employees to CSR initiatives have been identified.

These suggestions can be serve as guidelines to commit employees.

(1) Define the internal CSR goals, (2) motivate the employees, (3) educate the company managers in communication continuously, (4) company managers as roll models, (5) use multiple communication channels, (6) use a rewarding systems. The purpose of these suggestions is to make them a part of the company culture, as an attitude among the employees. When this attitude is accepted the success of committing employees to the goals, both internal and external are achieved. This could be a possible beginning of a framework for companies to follow when committing their employees to CSR initiatives.

Communication and motivation has a large impact on the employees commitment, therefor the communication has to be a two-way communication, including a dialogue, to succeed committing employees to CSR initiatives (Gioia and Chittipeddi, 1991; Morsing and Schultz, 2006). By giving the employees ability and responsibility, to have

an impact on the organisation, for example by inviting to a dialogue they are empowered and more motivated to commit (Leitichet al., 1995; Argyris,1998; Harter et al., 2002).

Further research within the area of employee commitment to CSR initiatives and especially with an internal focus is very much encourage, since there is not so much researched made within this area.

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