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Motivations Role in Knowledge Sharing in the Case of Corporate Social Responsibility

Master Degree Project in International Business and Trade

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Abstract

With CSR becoming increasingly important for MNEs, having knowledge about CSR is essential for enterprises. Being geographically dispersed and complex structures, exploiting existing knowledge within the organisation can be challenging for MNEs. Sharing knowledge between business units can be difficult, and the complex characteristics of CSR makes it even harder to fully exploit the CSR knowledge. One essential factor for CSR knowledge sharing to be effective is motivation. While there are many factors affecting the motivation to share knowledge, it is important for MNEs to have information about what motivates employees and business units. The objective of this thesis is to get a deeper understanding and contribute to previous research by investigating and analysing how motivation influence knowledge sharing activities within an MNE, and more specifically in the field of CSR.

In order to reach this objective, a case study was conducted at the Swedish enterprise SCA. Consisting of eleven semi-structured interviews, the case study found that, while the concepts of knowledge sharing and CSR are as complex as previous research reveals, the role of motivation is significant. Further on, motivation is not something that arises all by itself, but something that needs to be stimulated. The main findings of this study shows that by having the right sharing channels, ensuring a sufficient level of competence and creating a corporate culture where knowledge sharing is encouraged are factors that influence motivation for knowledge sharing. Finally, the result of this study implies that a deeper understanding about what motivates employees and business units to CSR knowledge sharing is recommended in order to facilitate a more efficient knowledge sharing process.

Keywords: MNE, knowledge, CSR, knowledge sharing, motivation

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List of Abbreviations

CDP - Climate Disclosure Leadership

CEO - Chief Executive Officer

CSR - Corporate Social Responsibility

HR - Human Resource

HRM - Human Resource Management

ICT - Information and Communication Technology

KM - Knowledge Management

KMS - Knowledge Management

KPI - Key Performance Indicator

MNE - Multinational Enterprise

SCA - Svenska Cellulosa Aktiebolaget

SDT - Self-Determination Theory

WWF - World Wildlife foundation

1. Introduction

1.1 Background

With the world becoming more and more globalized, through the opening of domestic markets to foreign enterprises, there is an increasing number of enterprises with cross-border operations (Hitt et al., 1998). Multinational Enterprises (MNE) are entities with geographically dispersed activities, operating in several countries (Chi et al., 2004), affecting, and being affected by the local national context where they are present (Hitt et al., 1998). When being this geographically dispersed, MNEs are rather complex structures (Forsgren & Holm, 2010), being a network of countless business units (Foss & Pedersen, 2001), where the term business unit in this study will refer to any formal unit within the MNE network, ranging from projects to subsidiaries.

While there are several determinant for how a certain MNE network is structured, one factor that is increasingly considered a key factor for the MNE structure, and also as a driver for enterprise growth, is knowledge (Chi et al., 2004). As resource, knowledge has increased in importance (Hitt et al., 1998; Foss & Pedersen, 2001), and is now considered essential and a key resource for the enterprise strategy (Foss & Pedersen, 2002). For MNEs, with its dispersed operations, the knowledge is also dispersed globally among the business units within the MNE network (Sumelius & Sarala, 2008; Forsgren & Holm, 2010). Having knowledge spread out in the MNE has signified an increasing importance for different business units within the MNE, and imply that essential knowledge for the enterprise is not necessarily to be found on a centralized position in the enterprise (Yamin & Andersson, 2011). Region-specific and division-specific knowledge lies within those regions where operations take place, and those divisions where certain tasks are carried out (ibid). When knowledge can be found in so many different business units of the MNE, it is essential for the enterprise that this specific knowledge can be spread, and utilized, between regions and divisions throughout the whole enterprise (Adenfelt, 2010; Cummings, 2004; Foss & Pedersen 2001; Sumelius & Sarala, 2008).

While it is of importance exploiting the existing knowledge within the MNE, new knowledge can also be created through interaction between business units within the enterprise (Sumelius & Sarala, 2008). One area where knowledge has increased in importance, due to changes in customer demands and the global business environment is Corporate Social Responsibility (CSR) (Benn, Dunphy & Griffiths. 2014). The increasing importance of CSR knowledge has driven a transformation towards more sustainable businesses in many industries, and CSR is not only considered an ethical responsibility, but also an interesting business case due to this increasing awareness and knowledge of the customers (ibid). While traditional organisational business models and organisational values have not been sustainable enough to face this new demand (Adenfelt, 2010; Cummings, 2004), being in the forefront of CSR work will not only function as risk mitigation for the enterprise, but also provide benefits in the long run (McWilliams & Siegel. 2011). While CSR as concept is not a new phenomenon (Saeed & Arshad, 2012), more recently, MNEs have played an even larger role in the field of CSR (Kolk & van Tulder, 2010). Due to the CSR issues MNEs face when being present on a global level, with different stakeholders and contexts, and the influence that follows being such a large actor in society, MNEs significance have grown (ibid). Furthermore, issues about CSR are of concern for these enterprises, not only because they are large influencers (Kolk & van Tulder, 2010), but since CSR can have a positive effect on overall firm performance as well (Saeed & Arshad, 2012).

1.2 Problem Discussion

While the concepts of CSR as well as knowledge sharing and motivation have been previously researched, there are gaps in the literature regarding these areas. Previous research have focused on absorptive capacity of knowledge, and how motivation and employee abilities affect this capacity, but not how it affects the intentions to share knowledge (Minbaeva, 2014). In addition, several researchers have targeted motivational intentions behind knowledge sharing (Hau et al., 2012; Cruz et al., 2009; Osterloh & Frey, 2000; Teigland & Wasko, 2009), and knowledge sharing about CSR (Nicolopoulou, 2011; Tuan, 2013) However, research with focus on a

combination of the three areas, i.e, the motivation to share knowledge about such a complex area as CSR, is lacking, and will be the focus in this study. The upcoming discussion will elaborate on why knowledge about what motivates to knowledge sharing about CSR is important for MNEs.

While knowledge about CSR is important for MNEs (Kolk & van Tulder, 2010; Saeed & Arshad, 2012), it does not come without difficulties for an MNE to use this knowledge. A mixed result of the connection between CSR activities and financial performance (Burke & Logsdon, 1996; Saeed & Arshad, 2012; McWilliams & Siegel, 2011), is seen as an obstacle to fully integrate CSR with the rest of the business, and costs associated with CSR might be hard to justify (Saeed & Arshad, 2012). In addition, with long-term benefits (Burke & Logsdon, 1996), and short-term costs (Sprinkle & Maines, 2010), CSR activities does not correspond with the short-term profit maximization objective of enterprises (Sprinkle & Maines, 2010; Mahoney & Thorne, 2005), further decreasing the incentives of carrying out such activities.

For MNEs, the issue with short-term versus long-term thinking regarding CSR is not the only concern. With globalized operations and dispersed facilities, MNEs are very complex network constructions, (Dhanaraj, 2007; Kolk & van Tulder, 2010; Jamali, 2010), where the view upon CSR can differ, depending on the local context, and the society's view on enterprises' responsibility towards society itself (Nicolopoulou, 2011; Jamali, 2010; Kolk & van Tulder, 2010). However, seeing that knowledge about CSR is increasingly becoming a critical resource for enterprises (Saeed & Arshad, 2012), it is necessary for enterprises, not just to have this specific knowledge within the organisation, but also that those having the knowledge share it (Noe & Wang, 2009). It is first when the knowledge is shared between employees and business units in an efficient manner, that the enterprise will exploit these knowledge-based resources (Noe & Wang, 2009; Nicolopoulou, 2011), and the CSR knowledge can contribute to benefits in the longer term (Saeed & Arshad, 2012).

However, despite efforts for an efficient knowledge sharing, introducing e.g Knowledge Management (KM) and Knowledge Management Systems (KMS), the level of knowledge

sharing about CSR has not reached desired levels (Nicolopoulou, 2011; Noe & Wang, 2009; Teigland & Wasko, 2009). Regarding CSR, facilitating knowledge sharing is proven to be extra difficult (Nicolopoulou, 2011; Boh et al., 2013). Due to the fact that CSR is viewed upon differently from different cultures, and since its impact cannot be accurately measured, there could arise difficulties in the sharing of such knowledge between business units (ibid). Additionally, research show that non-financial measures mostly act as complementary measure to the financial ones (Dossi & Patelli, 2010), decreasing the incentives of sharing such knowledge. However, if overcoming these difficulties with sharing knowledge regarding CSR issues, the enterprise can reach significant benefits (Saeed & Arshad, 2012; Seliger, 2012; Boh et al., 2013). What drives business units and individuals to share specific knowledge in such a complex field as CSR is an issue hard to define for several enterprises, but attitude towards CSR and the subsequent behaviour affect the level of knowledge shared (Nicolopoulou, 2011; Mudambi & Navarra, 2004),

A significant factor affecting the knowledge sharing behaviour is the motivation among business units and employees (Gupta & Govindarajan, 2000). Motivation is also crucial for businesses to achieve in order for employees to be productive and work towards the organisations strategy and vision. (ibid). Motivational factors, on unit (Vizjak, 1994; Gupta & Govindarajan, 2000; Huselid, 1995), and individual level (Chuang & Hung, 2009; Rahab & Wahyuni, 2013; Cruz et al., 2009; Osterloh & Frey, 2000), exist. However, there is still a lack of knowledge about how to control and manage these motivational factors, if the factors differ depending on situation and context, but also what part the organisational context and the structure of the organisation have in the knowledge sharing behaviour (Chuang & Hung, 2009; Osterloh & Frey, 2000). Seeing that knowledge and CSR integration is getting increasingly crucial for MNEs (Nicolopoulou, 2011), understanding organisational and individual behaviour regarding knowledge sharing and motivation is essential for every enterprise wanting to reach maximum efficiency and maximum use of the already existing knowledge within the enterprise (Rahab & Wahyuni 2013).

1.3 Purpose of Study

With the background and problem discussion as foundation for this research, the purpose of this thesis is to examine what influence motivation has on knowledge sharing activities within an MNE, and more specifically in the field of CSR.

1.4 Research Question

How does motivation influence business units' knowledge sharing behaviour regarding CSR related aspects in an MNE?

1.5 Thesis Disposition

The thesis is divided into six chapters, including the introduction, with the following structure.

Introduction

The introduction will give a background to the subject as well as arguing, through the problem discussion, why the subject is relevant to study.

Theoretical Framework

The chapter will present previous research and theory about knowledge sharing, CSR and motivation. Each section in the chapter will end with a summary, including the main takeaways from that respective section.

Methodology

The methodology chapter will elaborate on the research approach chosen and how the study was conducted, describing the data collection process, how the data was analysed, discussing the quality of the study and finishing with ethical considerations.

Empirical Findings

The chapter starts with a description of the case enterprise, its CSR activities and structure. After that, the data gathered from the interviews is presented, before finishing with a summary of the empirical findings.

Analysis

The chapter will give a deeper discussion about the subject, a discussion that will later on lead to the conclusion. The result of the analysis will than be depicted in a knowledge sharing process model to give an overview of the subject.

Conclusion

The final chapter finishes the thesis with stating the main findings and answering the research question. Additionally, it will elaborate on practical implications for the MNE, the study's theoretical contribution, limitations of the study before finishing of with recommendations for further research.

2. Theoretical Framework

The theoretical framework intends to describe previous research relevant for this study, in order to fulfil the purpose of the study, putting the already existing theory in relation to the empirical data obtained. In addition, the theoretical framework aims to provide the reader with knowledge in each area studied. The theoretical framework consists of four different parts, where the first part shortly describes the role of knowledge within an MNE, emphasising its importance. Further on, previous research within the areas of CSR, knowledge sharing and motivation is presented, with relevant information and theory for the actual study. Every part of the theoretical framework also consists of a summary, emphasising the main points in each area.

2.1 Role of Knowledge in MNEs

Regarding MNEs, they are networks of business units, filled with different knowledge processes (Foss & Pedersen, 2004; Johnston & Paladino, 2007), in which knowledge is transferred, shared, created, integrated, combined and deployed (Foss & Pedersen, 2004), within and between all parts of the MNE (Peng, 2001). What gives MNEs the benefits from their knowledge is the capacity of exploiting it, through these different processes, more effectively internally than what is possible on the external market (Foss & Pedersen, 2004; Peng, 2001; Kogut & Zander, 1993). To reach benefits from knowledge, it requires that the knowledge processes are developed and managed effectively, which is why many enterprises have introduced KMS (Johnston & Paladino, 2007). While enterprises introduced these KMSs to facilitate the knowledge processes within the organisation, several possible obstacles to take full benefit of the knowledge can be identified (Foss & Pedersen, 2004). Business units' capacity to share and absorb knowledge, motivational disposition of the business units together with complexity regarding certain knowledge can all hinder maximum exploitation of MNE knowledge (ibid). However, even if facing possible obstacles, the growth, performance and competitiveness of an enterprise is to a large extent connected to its knowledge processes (Buckley & Carter, 1999; Kogut & Zander, 1993), especially in an MNE, with its dispersed and extensive operations (Peng, 2001).

2.2 Knowledge Sharing

2.2.1 Introducing Knowledge Sharing

Research in knowledge sharing within MNEs has increased and indicates that the ability for MNE's to create and transfer knowledge is an important competitive advantage (Gupta & Govindarajan, 2000). The organisations are structured as networks, where knowledge is developed and transferred between business units around the world (Minbaeva et al., 2014). Following the development of network theories, the role of subsidiaries in the knowledge sharing processes have received a lot of focus (Holm & Pedersen, 2000). MNEs develop knowledge in one location, which is then shared to other business units through different channels that can have different levels of absorptive capacity and willingness to accept the shared knowledge (Minbaeva et al., 2014). The main source of competitive advantages has in recent years moved towards the ability to leverage organizational knowledge in an efficient way, which has further increased the importance of multinational enterprises and networks (Fey & Furu, 2008; Gupta & Govindarajan, 2000). As mentioned by Gupta and Govindarajan (2001), all industries are to be considered as international and all businesses to be knowledge businesses. Furthermore, they argue that MNEs exist in order to exploit knowledge more efficiently in comparison to markets (Gupta & Govindarajan, 2001). Additionally, research has shown that proper management of knowledge sharing results in both increased sales and profit ((Fey & Furu, 2008). The competitive advantage of MNEs lies in the ability to transfer insights and knowledge between different foreign business units and the corporate headquarters (ibid).

2.2.2 Knowledge Absorptive Capacity

The ability to absorb knowledge develops within an organisation over time and has shown to be dependent on already existing knowledge as it helps to understand new information that is shared (Minbaeva et al., 2014). Furthermore, absorptive capacity not only includes the ability to effectively understand and assimilate knowledge, but also to be able to absorb and use the knowledge. Measurability of absorptive capacity is complex and previous tools, such as R&D spending, have only proven to explain a small part of the total absorptive capacity (ibid).

As can be seen in figure 1 below, absorptive capacity is affected by the employees' ability to accept and use knowledge that is shared from other units, which is improved further by training and gaining other similar knowledge. Furthermore, the employee's motivation to absorb knowledge is important, which can be achieved by giving incentives such as compensation and promotion based on performances.

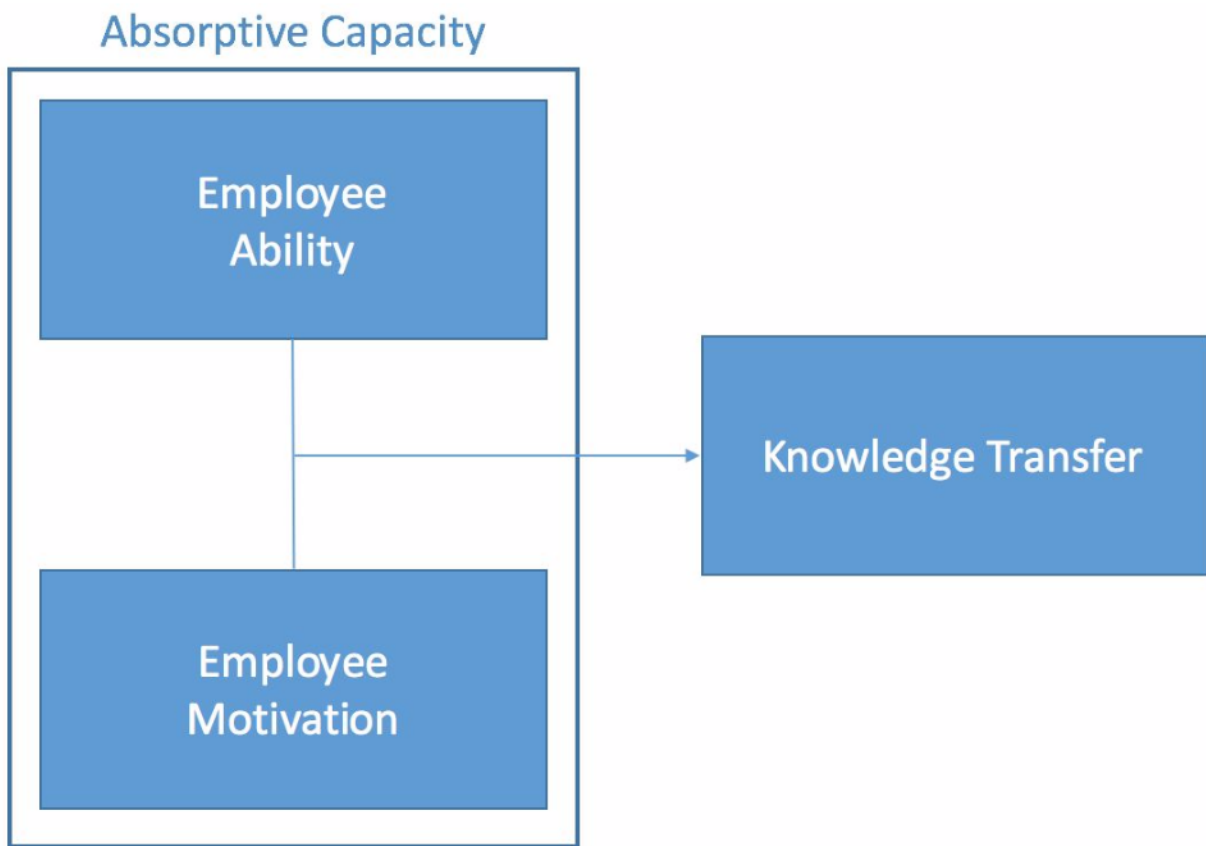


Figure 1, Own figure based on *Minbaeva et al., 2014*

2.2.3 Knowledge-Sharing Barriers

Country Culture and Knowledge Sharing

Culture can be characterized as a pattern of shared beliefs, attitudes, norms and values and highly affects the sharing of knowledge, as it affects individual's habits and behaviour (Möller &

Svahn, 2003). The culture of the country in which the enterprise is active in can have different levels of by either vertical or horizontal cultural dimensions, which affect in what direction knowledge is shared. In vertical cultures, knowledge is often shared from employees to managers and vice versa, whilst in flat organisations with horizontal dimensions, knowledge is rather shared freely between units on equal levels (ibid).

Corporate Culture and Knowledge Sharing

Depending on the corporate culture, one could argue that there exists a principal-agent relationship between the foreign business units and the MNE headquarters (Fey & Furu, 2008). Corporate headquarters top management can be seen as the principal and each foreign business unit as the agent, with goals that are often different. Knowledge sharing is often hindered, as the agents are focused on their individual performance rather than the corporation as a whole, which does not encourage units to share knowledge. In contrast, top management of the MNEs headquarters are often rather focused on the total performance of the corporation rather than just one individual business unit, making it, as previously mentioned, crucial that business units share knowledge among each other (ibid).

2.2.4 Facilitators of Knowledge Sharing

As knowledge sharing is one of the key competitive advantages of MNEs, it is crucial to create efficient processes in order to facilitate knowledge creation and sharing (Fey & Furu, 2008). Even though MNEs main competitive advantage is to leverage knowledge from business units around the world, knowledge sharing does not always come natural (Fey & Furu, 2008; Gupta & Govindarajan, 2000). In fact, as previously mentioned, MNEs often have difficulties to create optimal knowledge-sharing processes. Therefore, focusing on actions to enable knowledge sharing is crucial for MNEs to increase sales and profitability (ibid). The interests of headquarters and individual business units are often not aligned, as business units often are judged based on individual performance and not only the overall performance of the MNE (Fey & Furu, 2008).

Management Incentives

Business unit managers have proven to be key in order to affect the process of transferring knowledge between business units within the MNE (Fey & Furu, 2008; Gupta & Govindarajan, 2000). In many MNEs, Managers are given a bonus in addition to the regular wage, which is often based on the business unit's overall performance. Incentive systems is the traditional way of rewarding managers for performances and affects what managers choose to focus on. Wrongly structured incentive systems may result in the business unit focusing on its individual performance rather than the MNE as a whole, which in turn results in less knowledge shared to other business units. Therefore, management incentives have proven to highly affect how knowledge is shared within MNEs (ibid).

Information and Communication Technology as Sharing Facilitator

Information and communication technology (ICT) are considered technologies that help to convey, manipulate and store data electronically (Margaret et al., 2013). Examples of ICT develop constantly, where current ones range from SMS to video chat and video conferencing which can be used to enhance knowledge sharing by connecting business units and individuals . Technology can be used in order to overcome certain knowledge barriers, such as distance and time. ICT has shown to accelerate knowledge sharing, as it provides the enterprise with faster and less time consuming means of communicating. The technology has shown to aid in several tasks, including transfer of tacit knowledge, but also to help create long-term connections within the MNE (ibid)

2.2.5 Summary Knowledge Sharing

Creating and sharing knowledge is of great importance for large MNEs, and has become even more so with the increasingly global business environment. There are several barriers of knowledge sharing, such as country culture and the complexity of knowledge, which can be overcome by focusing on facilitators of knowledge sharing. Having efficient ICT technology is important, however ensuring that the employees use the provided technology is just as key.

2.3 CSR

This section about CSR will discuss the content of CSR, and the vagueness regarding a clear definition of it. This is followed by three common complexities concerning CSR and issues that can arise from these complexities, before finalizing the section, with an elaboration on how enterprises can work with CSR on a more strategic level.

2.3.1 The Concept of CSR

As a concept gradually receiving more importance (Bauman & Skitka, 2012; Farooq et al., 2014; Saeidi et al., 2014), enterprises increasingly put more resources into their CSR activities (Bauman & Skitka, 2012; Saeidi et al., 2014). However, even though CSR is widely researched, the existence of a unified definition is lacking (Bauman & Skitka, 2012; Tuan, 2013; Farooq et al., 2014; McWilliams et al., 2016). Due to the absence of a clear definition, the significance of CSR may differ for each enterprise, however, certain aspects of CSR seem to be more generally accepted than others (Saeidi et al., 2014). That CSR involves meeting society's expectations is highlighted in research, together with an emphasis that enterprises' responsibilities go further than what is stated in law and beyond the economic interests an enterprise has (Bauman & Skitka, 2012; Farooq et al., 2014; McWilliams et al., 2016).

CSR is a relationship between the enterprise and its stakeholders (Tuan, 2013), in which stakeholders are involved through the inclusion of their expectations and interests in the enterprise's business (Tuan, 2013; Bauman & Skitka, 2012). Except just taking the interests of stakeholders into account, CSR concerns the role of the enterprise in society (Farooq et al., 2014) and enterprises' contribution to society's sustainable development (Tuan, 2013). Regarding MNEs, they are considered to have the resources and influence to make a significant contribution to society (Bauman & Skitka, 2012).

Enterprises are said to have four different responsibilities, namely economic, legal, ethical and discretionary (Carroll, 1979; Tuan, 2013; Farooq et al., 2014), in meeting society's expectations.

The economic and legal responsibility is the foundation of the enterprise conduct business in the long run and comply with the law, while the ethical and discretionary go beyond what is stated in law, but could still be expected from society's point of view (Carroll, 1979). The latter two responsibilities could well differ between stakeholder groups regarding expectations, due to the absence of a clear definition of CSR, and hence, the different view that stakeholder groups have on enterprises' responsibility (ibid).

2.3.2 CSR Complexity

CSR is a concept hard to conceptualize (Saeidi et al., 2014; Bauman & Skitka, 2012), and without a clear definition, CSR opens to complexity. The next three sections will describe three complexities concerning CSR that MNEs can face; measurability, short-term versus long-term perspective, and regional divergence (Nicolopoulou, 2011; Marano & Kostova, 2016).

Measurability Issues with CSR

The complexity regarding the measurability of CSR performance originates from the lack of a clear definition of the concept (Katajajuuri & Forsman-Hugg, 2008; McWilliams et al., 2016). The absence of a clear CSR definition makes theoretical development as well as measurement complicated (McWilliams et al., 2016). More practically, the absence of a definition does it difficult to develop criteria and indicators for how to measure the performance of an enterprise' CSR activities, seeing that indicators developed from an unclear definition can lack both clarity as well as specificity (Katajajuuri & Forsman-Hugg, 2008). While measurement tools for CSR performance are limited, there is a need for both quantitative as well as qualitative tools, in order to see advancement and improvement in performance, for the enterprise itself, but also for the stakeholder groups (ibid). The implication of not having a unified CSR definition that can provide unified measurement tools is that any comparison between enterprises will lack reliability, when different definitions are used (McWilliams et al., 2016). For an MNE, measurability become even more complex (Polonsky & Jevons, 2009). Even though having unified indicators to measure CSR activities within the MNE, there is a problem "translating"

these indicators between different geographical locations, and comparison will be highly complex (ibid).

Short-Term versus Long-Term Perspective of CSR Impact

A second complexity regarding CSR is the short-term versus long-term perspective. For any enterprise, including MNEs, there is the objective of making economic profit, in order for the enterprise to survive in the long run (Burke & Logsdon, 1996). However, even in a short-term perspective, there is a pressure on the enterprise to show financial results (ibid). While the results from CSR activities often appear in the long run, both economically as well as socially, the impact CSR has on short-term performance is close to negligible, especially regarding short-term financial performance (Purnamasari et al., 2015; Shank et al., 2005). The benefits from CSR activities are mainly of a long-term character, while the costs associated with these activities might arise in the short-term, making investments in CSR hard to motivate, when there is pressure to perform financially in the short-term (Burke & Logsdon, 1996). Frequently, enterprises use short-term incentives to enhance performance, which will have implications for the view on CSR activities (Falck & Heblich, 2007), because in the long run, rather than being conflicting, social and economic outcome are integrally connected (Cochran, 2007).

Regional Divergence of CSR-Mindset and Attitudes

The complexity of regional divergence is highly relevant for MNEs, operating on a global scale with operations in many different locations (Marano & Kostova, 2016), locations where the view on CSR differ significantly (Marano & Kostova, 2016; Polonsky & Jevons, 2009; Nicolopoulou, 2011). To start with, the concept of CSR is mainly a western concept, established in more developed countries, where the pressure for transparency of the enterprise' activities is higher (Nicolopoulou, 2011). For MNEs, the external pressure from the home country will lead to internal prescriptions, for the whole organisation to follow (Marano & Kostova, 2016). Therefore, MNEs try to spread the CSR knowledge from the host country context to help business units and suppliers to reach the required level of CSR performance. However, being present in a totally different environment than the one in the home country will provide difficulties (ibid). The view upon CSR will differ significantly depending on context, which will

further on lead to the usage of different CSR practices, not only because the view differs but also that certain CSR aspects are more important depending on context (Marano & Kostova, 2016; Polonsky & Jevons, 2009). Different contexts will also require different practices, which will make some practices implemented from the MNE home country inadequate for the host country context (Marano & Kostova, 2016). Hence, the complexity of global divergence will arise when trying to have a heterogeneous view on CSR within the organisation, due to internal and home country pressure, while external pressure in host country context does not match this heterogeneous view (ibid).

2.3.3 CSR Strategy

Traditionally, CSR has been generally being carried out with the purpose of greenwashing (Laufer, 2003), often decoupled from the rest of the business through separate projects and isolated activities (Rangan et al., 2012). However, with CSR increasing its importance as an instrument in the strategy of the enterprise, the need to have a CSR strategy is emphasised (Pollack et al., 2012; Polonsky & Jevons, 2009; McWilliams et al., 2016). Having just separate projects and activities are not considered enough to fully cover CSR (Rangan et al., 2012), and contribute to the value maximization of the enterprise (Polonsky & Jevons, 2009). Whether the CSR strategy should be a strategy separated from the overall corporate strategy or incorporated into it is debatable, due to the complex characteristics of CSR issues (Rangan et al., 2012), while an integration of CSR and corporate strategy can signify a combination of different stakeholder interests (Gazzola & Colombo, 2014). Convergence between CSR issues, covering social, environmental and economic concerns as well as corporate strategy (Yin & Jamali, 2016), will make the case for an integration between the two where CSR can contribute to the overall corporate strategy (McWilliams et al., 2016; Pollack et al., 2012).

2.3.4 Summary CSR

While being of importance for MNEs, and present in their daily activities, CSR is still a complex area due to several different factors. Lack of definition, problems with measurability, conflict between short-term and long-term perspective, and, finally, regional differences in the view of

CSR are all factors that affect the CSR activities of an MNE. To face these issues, MNEs work with different CSR strategies to facilitate CSR activities, communication, and overcome knowledge sharing issues.

2.4 Motivation

Motivation as a concept is widely researched, mainly in the field of psychology (Ryan & Deci, 2000), but also increasingly in the area of Knowledge Management (Hau et al. 2012; Durcikova et al., 2011). The cause behind the increasing interest for organisations and managers concerning motivation is that motivation is what determines people's intentions and behaviour (Lin, 2007). When employees are motivated they tend to be more productive and contribute more to the enterprise and its objectives (Ryan & Deci, 2000). Regarding knowledge sharing, motivation is considered essential (Simon, 1991; Gupta & Govindarajan, 2000; Szulanski, 1996), and having knowledge about what motivates employees and business units within the organisation will facilitate the knowledge sharing process (Simon, 1991; Hau et al., 2012). One must look at individual as well as organisational motivation in a combination, as observing them in isolation will not give a clear account of how to handle potential motivational issues (Chen & Kanfer, 2006). The two concepts of individual and organisational motivation will be explained further on, describing previous research and theory in the two fields.

2.4.1 Individual Motivation

Having knowledge about motivational aspects on a business unit level is vital for understanding knowledge sharing within an organisation, but to get a more comprehensive understanding of what motivates knowledge sharing one must also consider motivation on an individual level (Chen & Kanfer, 2006), since knowledge is something that often lies within the individuals of the organisation (Durcikova et al., 2011; Chuang & Hung, 2009). Regarding motivation on an individual level, it is recognized as an essential factor to personal behaviour, and a key component in knowledge sharing behaviour, both within business units as well as between them (Cruz et al., 2009).

Individual Motivational Factors

Being increasingly researched in knowledge management (Durcikova et al., 2011; Hau et al., 2012), Individual motivation is an essential factor for knowledge sharing to take place, regardless of what type of knowledge is being shared (Hau et al., 2012). Several studies concerning individual motivation have made the distinction between extrinsic and intrinsic factors, to see what motivates individuals (Durcikova et al., 2011; Hau et al., 2012; Osterloh & Frey, 2000).

Extrinsic motivation refers to the case where the individual is motivated by an external factor, usually some benefit or reward (Hau et al., 2012), a reward that will be received if reaching pre-set goals (Durcikova et al., 2011). Usually the outcome is distinguishable from the action itself, and extrinsically motivated employees often satisfy needs indirectly, because the action and outcome are disconnected (Vansteenskiste et al., 2006; Cruz et al., 2009). There are different types of extrinsic motivators, where monetary rewards, promotion, increased reputation and image are among the most common ones (Rahab & Wahyuni, 2013; Osterloh & Frey, 2000).

Intrinsic motivation refers to the case when the individual feels an internal pleasure of a certain action, and does not need an external reward or alike to be motivated. The individual will take action because of pure interest and because it gives a sense of well-being (Hau et al., 2012; Durcikova et al., 2011; Osterloh & Frey, 2000). People who are driven by intrinsic motivators, usually behave in an altruistic manner (Durcikova et al., 2011; Rahab & Wahyuni, 2013), enjoying helping others (Rahab & Wahyuni, 2013), showing honesty and having the feeling of membership (Cruz et al., 2009).

Connecting these different types of motivation, intrinsic motivation has the largest effect on knowledge sharing efficiency (Cruz et al., 2009; Lin, 2007; Osterloh & Frey, 2000; Hau et al., 2012). The reasons for this are that employees that are intrinsically motivated are more committed to the organisation and that their internal reward in form of enjoyment and well-being comes from the sharing process itself, while extrinsically motivated employees do not share

more knowledge than necessary to receive their externally driven reward (Cruz et al., 2009; Lin, 2007).

Self-Determination Theory and Motivation

Self-Determination Theory (SDT) is a theory in psychology explaining individual behaviour, factors behind human motivation and need, and the social context in which individuals are present (Ryan & Deci, 2017). The theory is based on how social contexts and people's relationships influence individual behaviour, as well as how the social surroundings could either support or discourage the engagement of a person (ibid). In addition, SDT, like several other psychological theories, emphasises the importance of human needs, and makes a distinction between physical and psychological needs (Ryan & Deci, 2000; Ryan & Deci, 2017; Gunnell et al., 2013). The physical needs are those that have to be fulfilled, for instance health, food and sleep, but SDT also emphasises on the basic psychological needs for autonomy, competence and relatedness. Those needs will affect performance and behaviour, and are needed for a sense of wellbeing to be sustained as well as being a facilitator for intrinsic motivation (ibid).

Motivation within SDT is centralized around the distinction between autonomous and controlled motivation, and how these two different types of motivations will affect behaviour in different ways (Deci & Ryan, 2008; Ryan & Deci, 2017; Vansteenkiste et al., 2006). The first type of motivation, the autonomous motivation, is an extension of intrinsic motivation and stems from an individual's own will to do something (Ryan & Deci, 2017; Gagné 2009). The behaviour which arise from autonomous motivation is usually an expression of the individual's inner self (ibid), and one often feels a higher degree of freedom, self-determination and a strive to fulfil self-chosen goals (Rose et al., 2004). On the other side of the continuum is the controlled motivation, which is built upon the concept of extrinsic motivation (Ryan & Deci, 2017; Gagné, 2009; Koestner & Zuckerman, 1994). This type of motivation is characterized by a feeling of pressure to act in a certain way, a pressure that can be external as well as internal, and which gives people a feeling of doing things because they "have to" (ibid). Out of these two types of motivation, autonomous motivation is proven to have a more positive outcome on people's

behaviour and performance (Gagné, 2009).

Just as SDT set out different types of motivations, there is also the case of amotivation, a term intended to describe the absence of motivation and intention, a feeling of powerlessness and personal vulnerability. Within SDT, there are three different types of amotivation (Ryan & Deci, 2017; Deci & Ryan, 2008; Deponte, 2003). The first type is when the individual feels that he or she does not have competence enough to carry out a certain task, and therefore lacks motivation to even try (Ryan & Deci, 2017). The second type of amotivation arises from a lack of interest or a feeling of non-meaningfulness, even though the individual could still have the competence for the task. The third, and last, type of amotivation stems from the need for autonomy, i.e. an individual does not feel motivated because he or she is demanded to do a certain thing, and therefore feels a lack of autonomy (ibid).

2.4.2 Organizational Motivation

While individual motivation has received most of the attention in earlier research, organisational motivation is increasingly studied, due to the larger amount of operations carried out in teams (Chen & Kanfer, 2006). To some extent, organisational and individual motivation are similar, in the sense that both are goal-setting bodies with the objective to reach the predetermined goals. However, the difference between organisations and individuals is that organisational goals are based on common goals, which does not necessarily have to fit the individual's goals (ibid). Organisational motivation is the “collective system by which team members coordinate the direction, intensity, and persistence of their efforts” (Chen and Kanfer, 2006, p. 233).

Motivational Disposition of the Business Unit

Even though a business unit has knowledge that would be valuable to the rest of the organisation, and would allow it to improve its performance, it does not necessarily mean that the business unit will share the knowledge with other business units (Gupta & Govindarajan, 2000). A business unit having unique and valuable knowledge signifies a possible source to power within the MNE, possessing information that no one else in the MNE has (ibid). If sharing the knowledge, it can signify a loss of power, a less valuable position within the organisational

network or a fear of not getting sufficiently rewarded (Szulanski, 1996). Lack of motivation to share knowledge can also arise from an unwillingness to, not necessarily share the knowledge itself, but to put resources in the sharing process (ibid). Nevertheless, when having this type of information and knowledge, the business unit can perceive it as a way of gaining and retaining power within the organisation, using the knowledge for exchange of other knowledge, as a mean of currency (Gupta & Govindarajan, 2000). The fear of not getting sufficiently rewarded for sharing valuable knowledge can be present (Szulanski, 1996), getting an improved position in the organisational network can be reward enough and function as a motivator for knowledge sharing, even if the business unit does not get knowledge in return (Gupta & Govindarajan, 2000).

Motivation-Enhancing Human Resource Management Practices

Ever since knowledge sharing was first considered an essential part of an organisation's performance, the discussion on how to promote knowledge sharing behaviour, and what part Human Resource Management (HRM) practices play in this process, has been ongoing (Andreeva & Sergeeva, 2016; Minbaeva, 2005). Research establishes a link between knowledge sharing and HRM practices, and how these practices can be used to improve the knowledge sharing (ibid). With motivation being an essential factor behind knowledge sharing and the fact that the effectiveness of workers (Huselid, 1995) will be affected by their level of motivation, having HRM practices that stimulate motivation is of high importance for organisations (Minbaeva et al., 2014). Having the right HRM practices that follow the organisation's strategy and manages possible issues, can enhance the overall performance (Huselid, 1995). Therefore, the applied practices have the essential purpose in trying to get employees to work harder and make use of all their knowledge and skills (ibid).

HRM practices used will differ depending on what type of motivation one try to stimulate, whether it is intrinsic or extrinsic motivation, and that being aware of the distinction between these two is necessary for the implementation of HRM practices (Andreeva and Sergeeva, 2016). Historically, HRM practices implemented have been aiming towards the extrinsic motivation of

individuals, even though the effect of these types of practices is questioned (ibid). Empirical evidence varies significantly from one extreme to the other, and several researchers mean that HRM practices promoting extrinsic motivation can have a crowding-out effect on intrinsic motivation (Gagné, 2009; Andreeva & Sergeeva, 2016; Osterloh & Frey, 2000). However, the reason for why HRM practices implemented with the aim to stimulate intrinsic motivation are not as frequently used is because it is a more complex process than stimulating extrinsic motivation (Andreeva & Sergeeva, 2016). Moreover, the knowledge about how to stimulate intrinsic motivation is not as developed as with extrinsic motivation (ibid).

There are common HRM practices that increase motivation and improve the knowledge sharing process, overcoming obstacles that can possibly hinder an effective knowledge sharing within organisations (Gagné, 2009). The model designed by Gagné (2009) proposes five practices within HRM that have an impact on motivation and behaviour, namely staffing, job design, performance appraisal, managerial styles and training. These practices are emphasised by several researchers, e.g. Minbaeva (2005) and Huselid (1995), and are proven to stimulate motivation mainly on an intrinsic level. Job design is especially emphasised as a main stimulator for intrinsic motivation, since work tasks that do not allow employees to use their skills and abilities will, in a long-term perspective, decrease motivation (Huselid, 1995; Gagné, 2009). Regarding employee training, it is proposed that it does not only have a positive effect on employee skills and abilities, and thereby motivation, but it will also help to communicate wished behaviour and can be a tool to create common norms within the organisation (Gagné, 2009).

How Leadership Influences Motivation

One factor proven to have a significant impact on motivation, both organisational as well as individual, is the leadership and the managerial style (Gagné, 2009). The way a business unit manager behaves and is perceived by the business unit employees will affect the level of motivation within the business unit (Gagné, 2009; Roßnagel, 2017; Grant & Shin, 2011). The relationship between leadership and motivation has been studied for a long time and already in the sixties, Beer (1964) found that leadership should be evaluated considering employees'

attitudes, needs and expectations.

Within further research, new ideas about leadership and motivation are developed, and the distinction between transformational and transactional leadership is made regarding how these different leadership dimensions can influence motivation (Appelbaum et al. 1998). While transactional leadership consider technological changes as a main factor for solutions, transformational leadership is more concerned about people as the essential factor (Appelbaum et al., 1998; Gagné, 2009). Research has shown that transformational leadership, which is built upon inspiration and the creation of a common vision, generates trust between manager and employees (Gagné, 2009; Grant & Shin, 2011). To inspire and motivate employees, it is of importance that leaders behave like good examples by sharing their own knowledge to inspire employees to do the same (Gagné. 2009).

In transformational leadership, it is essential creating a common vision for employees to understand and reach the organisation's objectives, with the subsequent importance of combining the common vision with individualized consideration (Roßnagel, 2017; Gagné, 2009). Having this capacity of distinguishing different features, and see different needs between the employees, will help the leader to raise ambitions and motivate people to go past expectations, if communicated in a way that is not perceived as controlling (Roßnagel, 2017). Constructive feedback is another concept seen as important as a motivational factor, since it will help the employee to see the process, and how performance is compared to expectations and objectives (Roßnagel 2017; Grant & Shin, 2011).

In the process of getting to know what motivates each employee, it is important for the leader to interact with the employees and connect with them (Appelbaum et al., 1998; Gagné, 2009). By doing so, the leader and the employee will easier create trust between each other, and therefore be more honest with each other (ibid). Additionally, getting closer with the employees will enhance the capacity of understanding things from the perspective of the employees, getting

knowledge about what level of control is necessary and what kind of communication that will be most effective (Gagné, 2009; Grant & Shin, 2011).

2.4.3 Summary Motivation

The concept of motivation in relation to knowledge sharing is illustrated in figure 1 below. A business unit consist of several individual employees (I_1 - I_6) and a manager (M), and what motivates these individuals to share knowledge is affected by several factors. Whereas basic human needs have to be fulfilled, individuals can be intrinsically and extrinsically motivated to share knowledge. However, there are also factors that can lead to amotivation, a term intended to describe a decreasing motivation, or even absence of it. While there are factors affecting individual motivation, there are also factors affecting the motivation of the whole business unit. The business unit's motivational disposition towards other business units depends on the structure of the MNE, while the right HRM practices and having the right leader also having an impact on how knowledge is shared on a business unit level.

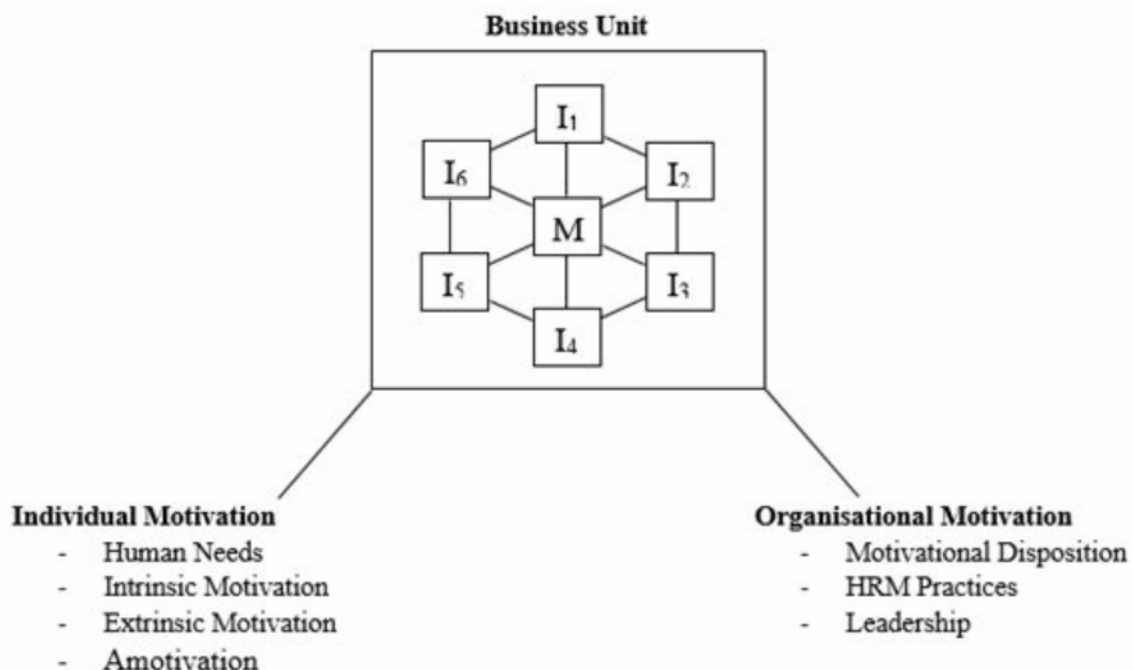


Figure 2: Business Unit Motivation

3. Methodology

Depending on the purpose of the study, the method chosen will affect both the result obtained, as well as the credibility of the study. This chapter will give an insight into how this study was carried out, and describe the process throughout the completion of the study. In addition, the chapter aims to give explanations to why certain approaches and methods were chosen, to provide an even deeper understanding for the reader.

The chapter will begin with a description and the motivation behind the research approach chosen and the research method used, to give an understanding of how we, as authors, has approached the phenomenon studied. The subsequent paragraph will explain the research process, and how it enhances the value of the study. Further on, a detailed description of the data collection process will be given, followed by insight into how the collected data was analysed to fulfil the purpose of the study. Finally, the quality of the study will be discussed, in form of its credibility, transferability, dependability and confirmability, followed by limitations of the study and an ethical statement.

3.1 Research Approach

It is important that the research approach chosen is in accordance with the actual study, and the phenomenon studied, to provide a result as reliable as possible (Bryman & Bell, 2011; Creswell, 2014). With the purpose of the study, analysing how motivation affects knowledge sharing about CSR related aspects, a qualitative approach seems most suitable. Seeing that the data analysed is of non-ordinal character, describing behaviour of business units and individuals, this cannot be described in a quantitative manner, but through an in depth qualitative description, giving underlying reasons to the behaviour identified. This is also emphasised by Lochner et al. (2012), who stresses that to demonstrate the dynamic processes of motivation, a qualitative approach is more suitable than a quantitative one. Moreover, Jacobsen (2002) argues for the usage of a qualitative approach when the objective is to get a deeper understanding of a phenomenon, in

this case how motivational disposition impacts knowledge sharing behaviour in the field of CSR. Further on, comparing the theory within the area studied, the combination of knowledge sharing, motivation and CSR, with the information and data obtained, is not adequate through a quantitative approach, hence, a qualitative approach is chosen.

Alongside being of a qualitative character, the study is done with an abductive approach, using the empirical data collected and put it into comparison with the already existing theory within the fields of study, i.e. CSR, knowledge sharing and motivation (Adams et. al., 2007). This approach seemed most suitable for an integrated approach of this study (Dubois & Gadde, 2002), and being able to combine CSR, knowledge sharing and motivation rather than looking at each factor in isolation. Further on, using an abductive approach gave us more flexibility in our writing, being able to continuously develop and change the theoretical framework before, during and after gathering the empirical data (Yin, 2010; Dubois & Gadde, 2002). This provides an even deeper understanding of the subject, and adding value to the study (Dubois & Gadde, 2002). In addition, and with the purpose of trying to understand *how* motivation affects knowledge sharing within CSR, the approach of a single case study is chosen to get a deep understanding of the phenomenon studied (Bryman & Bell, 2011).

3.2 The Single Case Study

The thesis will be conducted with a single case study perspective, as it is appropriate for several different reasons. Using the method of a case study allows for answering the questions 'how' and 'why' rather than just the 'what' (Tsang, 2014). The research method was chosen in order to analyse motivations role in the process of knowledge sharing in a comprehensive manner. By analysing one case, it is possible to seek common patterns in the study, and thereby be able to break down and analyse complex issues (ibid).

While case studies are criticised for not providing reliability or generality of the result (Aharoni, 2010), the chosen method allows for a deeper analysis of such a complex issue as motivation, a depth that could not be reached with any other method. Questions can be repeated and

interviewees are allowed to clarify their answers in order to provide depth to the study (Ghauri, 2004). The single case study provides a deep contribution to the building of theory by extending, challenging or confirming the analysed theoretical framework (Ghauri, 2004; Fletcher & Plakoyiannaki, 2011). To enhance the study's accuracy, and as mentioned by Dubois and Gadde (2002), the large amount of sources used in this case study will contribute to the study having a more convincing character. Additionally, a single case study offers rich information about the phenomenon studied (Eriksson & Kovalainen, 2008), and is suitable for studying international and cross-border contexts (Fletcher & Plakoyiannaki, 2011).

In order for the findings from the case study to be valid and increase generalizability, it is of importance that the case enterprise fulfill certain conditions for being suitable for the case of issue (Fletcher & Plakoyiannaki, 2011). In this study, it was of importance to find an international organisation working with knowledge sharing on a global level, being present in an industry where it is possible to study a CSR-context. Furthermore, choosing to conduct a single case study on a large enterprise allowed for a wide variety of interviews to be conducted further increasing depth and validity of the study. The selection process for this single case study was an extensive process, ensuring that the case enterprise was suitable for the study (ibid). Using SCA as case enterprise for this study was suitable for numerous reasons. First, SCA is a multinational enterprise, being present all around the globe, something necessary to contribute within the field of international business. Second, since being present in such an industry, CSR is of high importance for an enterprise like SCA (SCA, 2017a), being able to provide us with rich and broad information about the subject, and give value to the study. Third, being a Swedish enterprise, and more specifically with its headquarter in Gothenburg, its availability facilitated communication and the research process in general.

3.3 The Research Process

The research process of this study consisted of several different phases, up until the completion of the study. The first phase was to get a pre-understanding within the research subject, i.e. CSR, knowledge sharing and motivation, to see where our study could contribute to the field of

international business research. When receiving a deeper understanding, we were able to detect an area to approach, and from there develop a problem formulation, a purpose and an initial research question, which was further elaborated during the research process. When the subject was determined, we could also initiate contact with enterprises that seemed suitable to our study.

After the initial phases, more extensive reading was made to get a deep understanding of the subject studied. From this reading, we received enough knowledge about CSR, knowledge sharing and motivational theories to formulate and develop the theoretical foundation of our study. With a broad knowledge, the data collection process started, and we felt that the extensive reading carried out previously facilitated, and made it possible to have an effective data gathering process.

When data was collected, we went back and forth between the theoretical framework of this study and the empirical data to compare and see differences and similarities, and detect a possible pattern between the two. The final phase of the research process consisted of a deeper analysis of the empirical data, as well as rewriting previous parts of the study to get a comprehensive view of how motivation can affect knowledge sharing within CSR. An illustration of the different phases of the research process is shown in figure 4 below.

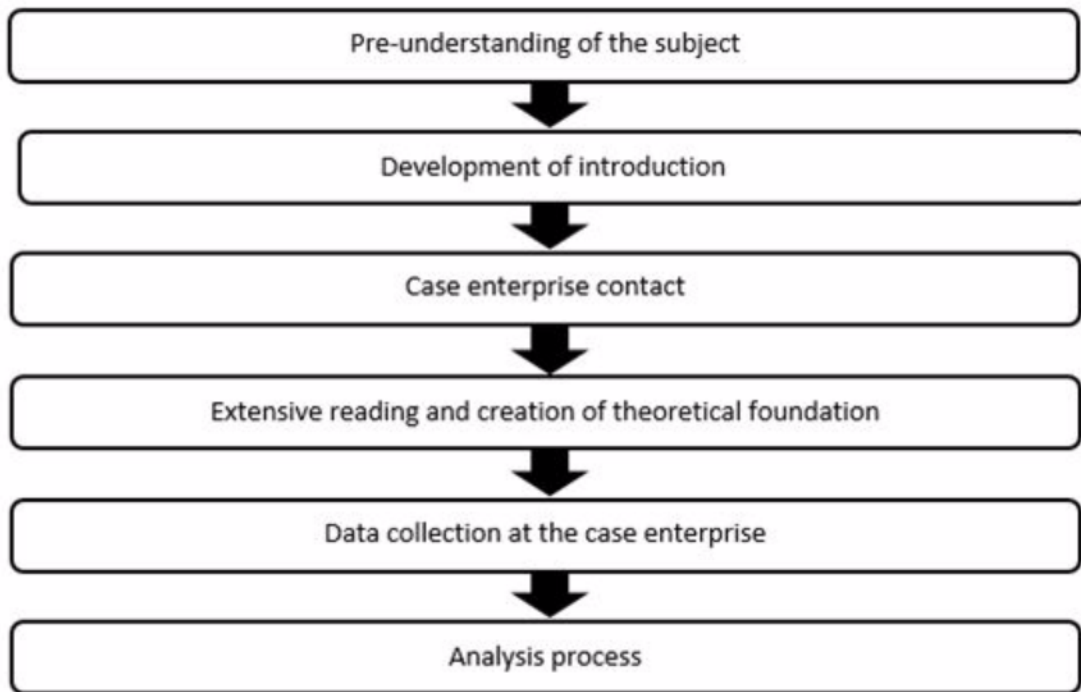


Figure 3: Research Process

3.4 Data Collection

The empirical data presented in this study mainly consist of primary data, but to a certain extent also secondary data. This section will focus on a description of how this primary data was collected and the whole process behind the collection. Thereafter, the gathering of secondary data, and why it was collected, is described.

3.4.1 Primary Data

The primary data presented in this study was gathered through semi-structured interviews at the case enterprise. Interviews was suitable for this study since providing flexibility in the process as well as a deeper understanding of behaviour (Bryman & Bell, 2011), all relevant considering the purpose of this study, i.e. analysing how motivation affects knowledge sharing about CSR related aspects. When choosing interviewees for the interviews, these should be chosen, taking into account their relevance for the actual study, and the belief that the interviewee can provide

valuable information to fulfil the purpose of the study (Yin, 2010). However, interviewees should not be chosen in a way that confirms predictions of an expected result, since this could have the outcome that the study could be considered biased, and therefore, interviewees who could give different views upon the phenomenon studied are desirable (ibid).

Choosing Interviewees

When choosing interviewees for this study, the subject was first explained to our initial contact at SCA, to get some feedback and thoughts about the topic. Later on, this initial contact provided us with contact information to an extensive list of people within the enterprise that could be relevant for the study, and provide us with information that could contribute to fulfilling the purpose of the same. After receiving the contact information, we did the adjustment if these suggestions, and the position that these people have, were considered relevant for the study, to make sure that we could get the desired information. When examining the position and work tasks the proposed people had, we could prioritize which people to contact and propose an interview. Of relevance for this study was people with an international focus on their work tasks, to ensure that we stayed within international business research. During the interviews, the phenomenon of snowball sampling became present, where interviewees recommended other suitable interviewees (Bryman & Bell, 2011).

The number of interviewees used in this study amounts to eleven. The reason for carrying out this number of interviews was availability and relevance of possible interviewees. We also consider the number of interviews to be sufficient for a reliable study, and to cover the phenomenon studied from different perspectives and views. Information about interviewees in this study is shown in table 1, where one can see the title of the interviewee, the date of the interview as well as the length of the interview, measured in minutes.

	Title	Location		Interview Duration	Date
A	HR manager	Germany	Phone	25 min	2017-03-27
B	HR Specialist	Sweden	In person	30 min	2017-03-29
C	HR Specialist	Sweden	In person	30 min	2017-04-06
D	Learning & Development manager	Sweden	In person	40 min	2017-04-19
E	Global Production Manager	Sweden	Phone	25 min	2017-04-20
F	HR manager	Sweden	In person	30 min	2017-04-21
G	International Project Manager	Germany	Phone	25 min	2017-04-21
H	International Project Manager	Sweden	In person	35 min	2017-04-24
I	Global innovation manager	Sweden	In person	30 min	2017-04-24
J	Global innovation manager	Germany	Phone	25 min	2017-04-26
K	Brand Director	Sweden	Phone	25 min	2017-04-27

Table 1: Table of Interviewees

Whereas we are aware of certain limitations that might arise when only interviewing people on a managerial level, they are the ones that can most accurately picture the overall organisation and the different processes, in addition to being significant influencers of general behaviour in an MNE (Aharoni, 2011). While interviewing also non-managerial employees gives an even more

appropriate answer to our question, time constraints as well as availability were considered obstacles to carry out an even deeper study.

Semi-Structured Interviews

The interviews were constructed with a semi-structured technique, which signifies a certain flexibility during the interview sessions, and more of a conversational character, instead of a predetermined relationship between the researcher and the interviewee (Yin, 2010). While there were certain predetermined questions brought to the interviews, we wanted to stay open for possible sub-questions depending on the interviewee's answer as well as the title of the interviewee, to make sure that we covered our topic.

As authors, we identify some disadvantages of carrying out semi-structured interviews. There is risk that we, as interviewers, could lead the conversation in a certain direction, depending on what we want to make out of the interview, but also the possible difficulties of analysing the data collected from the interviews, since the interviewees might interpret the questions differently (Eriksson & Kovalainen, 2008). However, we consider this method to be the most suitable for the phenomenon studied, as long as we are aware of the risks of carrying out the interviews in a semi-structured way.

Before starting the interviews, we constructed an interview guide (see Appendix 1), to cover the main topics of our study, guide our way through the interviews, and make sure that we did not miss anything of relevance (Yin, 2010). Since the interview had a semi-structured character, the interview guide covered mainly the general topic, thus questions were added during the interviews to reach these details and cover everything, which is characteristic for a semi-structured interview (Bryman & Bell, 2011). Instead, the interview guide was used as a tool to not miss out on any main topic and keep the interview within relevance for the study. The questions covered by the interview guide were developed, using the theoretical framework as a base. To assure that the interview guide did not control the interview too much, which could be a risk with these kinds of interviews (Yin, 2010), we always allowed for flexibility, and kept

ourselves open-minded to the interviewee, if the conversation stayed within the relevant topic. However, we consider the advantages of using an interview guide to be more valuable than the risk of the disadvantages, if the questions in it are broad enough to open up for a more conversational like interview.

Interview Process

During the interviews, recording was not carried out. Prior to the interviews, the interviewees were asked if they were fine with being recorded, since recording the interviews gives a deeper examination of the interviews, being able to re-check answers (Bryman & Bell, 2011). However, while many interviewees hesitated when being asked about recording, we took the decision not to record the interviews. This decision was taken in order to receive more valuable information from the interviews, since the interviewees can be uncomfortable when recording, and therefore not provide the same information as if not recording (ibid). In addition, the subject that we have, with analysing behaviour and motivation, required a deep and open discussion. However, since not recording, precautionary measures were taken to not miss out on any information from the interviews. Being two interviewers taking notes during the interview sessions, decreased the probability of missing relevant information, since one of us could cover up for the other if missing something. In addition, the relatively short length of the interviews helped us stay focused during the whole session, taking valuable notes.

As stated, notes were taken during the interview sessions, to highlight certain key aspects. Directly after the interviews, these notes were read through and discussed to assure that we understood everything the interviewee brought up, and did not lack information in any relevant area. When reading through the notes, further writing was made, and keynotes were developed to cover more detailed information.

Due to geographical distances and availability of interviewees, some interviews were conducted through telephone. Carrying out telephone interviews have both advantages and disadvantages. The advantages are that those interviews are not as time-consuming as face-to-face interviews

and that the interviewee, and the answers, is not affected by the interviewer to the same extent as in a personal interview (Bryman & Bell, 2011). However, there are also disadvantages with telephone interviews, e.g. that one cannot observe the interviewee's body language and facial expression, and that the quality of data received from a telephone interview is lower than the one from a face-to-face interview (ibid). However, we still decided to carry out interviews through telephone, since the people interviewed could give us valuable insight, and if only interviewing the people that were available for personal interviews, this would affect the quality of the overall study, due to the limited number of available interviewees.

With most interviews carried out in Swedish, there could be a translation issue (Xian, 2008). To avoid any problems, and stay as objective as possible, the data collected from the interviews was gone through, and translation carefully selected. However, expressions and alike with no equivalent in the English language could exist, and we, as researchers, have tried to give an as good as possible translation and description of the researched phenomenon. We are aware that our subjective mind could have an influence on the outcome of the translation, however, no major concerns arose during the translation process.

The length of the interview sessions, shown in table 1, was between 25 and 40 minutes. Our pre-understanding about our subject as well as carrying out some telephone interviews affected the length of the interviews. While an extensive understanding, both about the subject as well as the case enterprise, made the interviews more effective, telephone interviews decreased the amount of non-context related talking, both influencing the interview length. While 25 to 40 minutes can be considered as short regarding interviews, the information we received well covered the topic, and the conversation stayed within relevance for the subject during the whole time.

3.4.2 Secondary Data

To a certain extent, secondary data was collected, as a complement to the primary data obtained. The reason behind using also secondary data was to get a broader understanding about the case

enterprise. In addition, it helped us during the interview process, since a certain pre-understanding about the organisation made the interviews more effective, and we could easier understand the processes the interviewees were talking about. The secondary data used in this study was collected from the case enterprise's website, as well as annual and sustainability reports from the enterprise.

3.5 Analysis Process

When doing the analysis in this study, the notes taken during the interviews were sorted into categories to get a good overview of all data collected and how it could be used in this study. In this empirical analysis, categories were formed after the structure in the theoretical framework to get a clear overview of the information we received, thus following a deductive thematic approach (Fereday & Muir-Cochrane, 2006; Bryman & Bell, 2011). Except giving an easily comprehensible overview, it helped us evaluate the theoretical framework to see if there were any relevant parts missing or any parts that was not as necessary as first thought. Hence, the theoretical framework was reconstructed to better fit the results we received from the interviews.

After having these first categories classified and relevant information distributed to each category, the information was then sorted under the headlines used in the empirical data and analysis sections of the thesis. These two parts are structured in a way the we thought could best fulfil the purpose of the study and give a more integrated approach between CSR, knowledge sharing and motivation. Having this structure in the analysis also helped us to better formulate a conclusion that integrates all relevant parts in this study.

While doing the interviews, we continuously went back and forth between the empirical data and the theoretical framework, to facilitate the final analysis as well as keeping ourselves updated on the information gathered (Bryman & Bell, 2011). While most information from the theoretical framework has been used during the analysis process, some parts of it serve more as background information and has not been used to the same extent in the analysis as other parts. Finally, as a last part of the analysis, with the empirical data obtained and the theoretical framework as

foundation, we could create a model to show the relationship between CSR, knowledge sharing and motivation from an SCA perspective. This model gives an overview of the phenomenon studied, and how the different areas researched are connected.

3.6 Research Quality

In order to enhance the trustworthiness of the study, and to ensure that the study could answer the research question and contribute as a study, the quality of the study needs to be discussed and considered (Bryman & Bell, 2011; Lincoln & Guba, 1985). The quality of this study will be discussed through its credibility, transferability, dependability and confirmability, criteria suitable when doing a qualitative study (ibid).

3.6.1 Dependability

Dependability concerns to what degree the outcome of the study is likely to be replicated again, if carried out by other researchers (Lincoln & Guba, 1985; Bryman & Bell, 2011). In this study, the dependability is ensured through two different measures. First, the research process through the completion of the study is described to guide the reader through the whole process, both regarding the theoretical building process as well as the interview process. Second, the way in which the analysis has been carried out, with the comparison between theoretical framework and the empirical data obtained, is described in detail, so that the outcome of the study will be similar if carried out again. These two measures will enhance the traceability of the study and increase the likelihood that the study can be replicated by other researchers (Lincoln & Guba, 1985).

3.6.2 Credibility

A study's credibility includes the degree to which the findings of the study are considered believable (Lincoln & Guba, 1985). To increase the credibility of this study, we, as authors, obtained a deep understanding, both about the case enterprise as well as the subject studied. Another concept used to enhance the credibility is the use of triangulation (Lincoln & Guba, 1985; Bryman & Bell, 2011), which in this study is done by gathering data from several different interviewees, enabling comparison between the data, and decreasing a possible bias of

interviewees. Triangulation is also used when developing the theoretical foundation, to receive a more stable foundation and enhance the academic value of the study. In addition, the research process is extensively described, enabling the reader to follow the process from the beginning to the completion of the study.

3.6.3 Confirmability

Confirmability concerns the subjectivity of the study, and while complete objectivity is impossible to reach, certain procedures can be undertaken to increase the objectivity (Bryman & Bell, 2011). This study's confirmability has been ensured through triangulation of interviewees, which decreases the risk of an outcome that is based on a very few subjective individuals, as well as a detailed description about the research process and the different decisions taken.

3.6.4 Transferability

The last quality criteria discussed is transferability, which concerns the extent to which the findings relevant are in other contexts (Yin, 2014; Bryman & Bell, 2011). The transferability of this study is enhanced through a description about research method chosen, a wide description of the case enterprise as well as an extensive theoretical foundation as base for the study. These measures will give the study analytical generalizability and facilitate a similar research, including CSR, knowledge sharing and motivation, to be undertaken in a similar context (Yin, 2014).

3.7 Ethical Statement

When doing business research, and especially qualitative research, ethical considerations are of highest importance, and need to be considered throughout the whole research process (Yin, 2010). In this study, a proper ethical behaviour has been present, through several different measures. Out of the participants, none have been forced to take part in the study, neither have anyone been rewarded for participating (Bryman & Bell, 2011). For those participating in the study, we have been very clear to inform about the study and their role in the study. First, all interviewees have been asked about anonymity, or if it they approve to have their names

published in the report. Second, we have been clear in our communication with the participants and have provided information about confidentiality, and that the information provided by them will be used for research purpose only. Third, for those who wished, the interview questions could be sent beforehand, to provide as much information as possible about the subject, and avoid any surprises for the interviewees (ibid). Out of the eleven interviewees in this study, only one wanted the questions sent beforehand.

Further on, ethical principles have been considered throughout the writing of the thesis, to keep the study as objective as possible (Yin, 2010). By not excluding any relevant data that could have an impact on the outcome of the study, or to not distort any data so that it will comprehend with our perceptions about the results, we consider this study to have been completed as ethically as possible (ibid).

4. Empirical Findings

The chapter presents the empirical findings of the study. Initially, an introduction to SCA is presented in order for the reader to get a better understanding of the analysed case. It continues with empirical findings regarding how knowledge sharing of CSR is intended to work within the organisation. Finally, the findings regarding how sharing of CSR insights work and the role of motivation is presented.

4.1 Presenting the Case Enterprise

Founded in 1929, SCA is now a globally leading enterprise within hygiene and forest products (SCA, 2017a). During 2016, in order to further develop and increase value, these two divisions, hygiene and forest products, were separated from each other and now function as two different enterprises in the same group (ibid). As a group, SCA has business in approximately 100 countries, with total sales of 12.4 billion euro and a total workforce of 46 000 employees (SCA, 2017a). According to SCA (2017a), the organization is the largest private owner of forest in Europe, which is also the market which accounts for the majority of the group's sales with 60%. Being separated into two divisions, SCA also have three main business areas, namely personal care, forest products and tissues, where the percentage of total sales for the three different areas are 29%, 14% and 57% respectively (ibid). During the year of 2016, in addition to the separation of the two divisions, SCA also formed a new vision for the group, which is that SCA should be *“Dedicated to improving well-being through leading hygiene and health solutions (SCA, 2017a).* The vision of SCA is supported and reached through the mission, which is *“To sustainably develop, produce, market and sell value-added hygiene and forest products and services” (ibid).*

4.1.1 CSR at SCA

SCA has had a CSR focus for several years and it has become a vital part of the enterprise's strategy for the coming years (SCA, 2017c). According to the enterprise's vision, they are *“Dedicated to improving well-being through leading hygiene and health solutions”*. Additionally,

the enterprise's mission is "To sustainably develop, produce, market and sell value-added hygiene and forest products and services", further showing the central role of CSR in the organisation (ibid). As a result, the enterprise has received several rewards such as Climate Disclosure Leadership (CDP) for being a world leader for corporate action on climate change, WWF Environmental Paper Company index for leadership in transparency for disclosing its ecological footprint and several other (SCA, 2017c).

During the years, SCA intends to split the enterprise into two separate units for the hygiene and forest units respectively. The change will make it easier for the two enterprise to focus on their separate challenges and goals (SCA, 2017c).

One of the new targets for the group involves contributing to a circular society which, according to Kersti Strandqvist, Global Head of Sustainability, will be highly dependent on innovation of SCA and other actors around the world. Furthermore, she gives examples of innovations that have helped to reduce the consumer's consumption of paper, which both helps the environment and the consumers wallets. She emphasises on the importance of post-consumer waste in order to reach a fully circular society (SCA, 2017c).

In order to live up to their vision, and to be an enterprise that covers all aspects of the business, SCA work towards four long-term objectives (SCA, 2017b). These objectives are to increase shareholder value, help people enjoy life by enabling everyday products, contribute to a sustainable society and give the employees the opportunity to reach their full potential. To reach these objectives, operations that SCA carry out are based on a sustainable business model to create value for people and nature (ibid). According to SCA (2017b), they consider themselves to have the knowledge and ambition to take the opportunity to, through their business model, meet social and environmental needs. Being aware of the challenges of reaching the objectives, they rather see these challenges as opportunities to further develop their business. Following international frameworks, checking external factors having an impact on their business as well as

work integrally with sustainability as part of their strategy, they could develop products that will contribute to, and fit into, a sustainable and circular society (ibid).

As well as checking external factors, SCA has a *dialog with the world*, which includes all possible stakeholders that the enterprise has, to receive an understanding of needs as well as expectations that different parts of the society have on their business (SCA, 2017b). Except just meeting the needs and expectations of society, this close relationship with stakeholders provides input for improvements, and having such a relationship in the long-term, SCA thinks can provide them with a competitive advantage (ibid). Regarding the social initiatives SCA undertake, they are in line with SCA business, concerning knowledge, values and operations (SCA, 2017b). During 2016, SCA carried out approximately 400 social projects worldwide, something that they think will strengthen their brand, both towards society as well as from the inside. To see the progress of their work and the results of their initiatives, SCA works with numerous strategic components, including policies, Key Performance Indicators (KPI) covering financial, societal and environmental targets, initiatives and management systems (ibid).

As can be seen in the model below, the enterprise is structured as a matrix organisation, which according to the interviewees from the Human Resource (HR) department creates additional channels for knowledge sharing. One of the interviewees says that the organisation “allows for information to flow both vertically and horizontally, but adds a complexity to the organisation”. Firstly, there are several group functions, where Sustainability is one of them, which stretch throughout the entire organisation and work with the overall strategy. Secondly, the organisation is structured in five business units, where four of them work with different products and the fifth one, Latin America, is working on an overall product level but towards a specific region. There are ongoing plans to make the business unit Forest Products a separate program which would allow the enterprise to work more focused towards hygiene products. Lastly, there are three global units that work with the business units throughout the organisation.

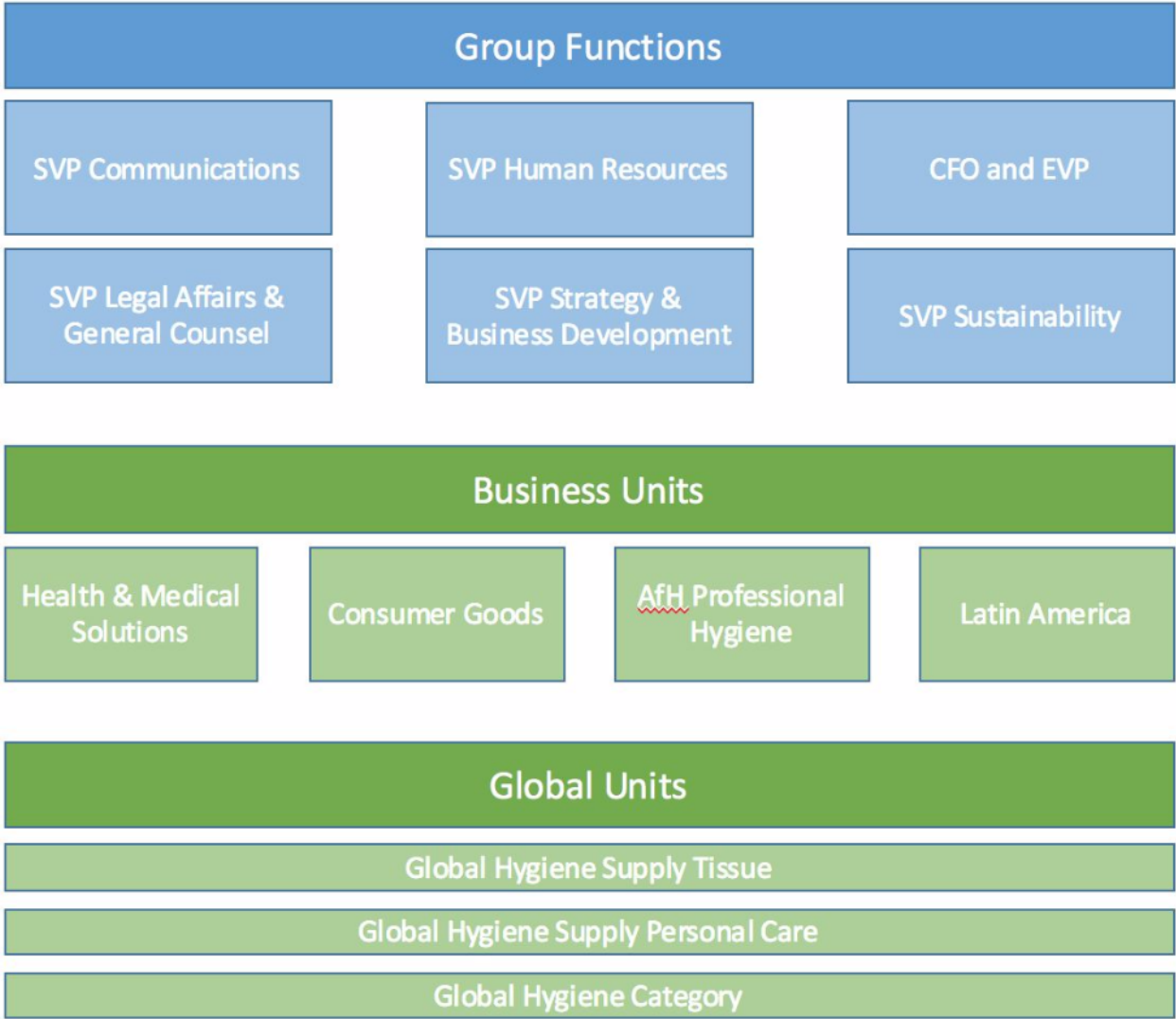


Figure 4, SCA organisational structure

4.2 Interviewees from the HR Department

4.2.1 CSR Integration at SCA

After interviewing the interviewees within Human Resources and Learning & Development, it is clear that the goal is for knowledge sharing and CSR to be very integrated into the business, as it is one of the core values of the enterprise. The interviewees suggest that as responsibility is part of the values, CSR is taken into consideration in decisions made throughout the organisation. Furthermore, it is clear that sustainability has become a vital part for both traditional- and employer branding. A majority of the interviewees emphasise on the fact that HR has worked hard in the past year to facilitate interest for CSR amongst the employees. Furthermore, the interviewees argued that ensuring an interest for CSR among the new recruits is of outmost importance in order to create an organisation that naturally works with CSR on a global level. Therefore, when recruitment is done, understanding the subject is part of the vetting process for most positions and a great advantage if it is shown. Both profiles with previous experience within CSR are appreciated, but also a general interest shown during the interviews. The of the HR interviewees mention that they believe the individuals to be the most important resource for further developing the enterprise's work with CSR, as the area requires personal interest and drive.

Complexity of Defining CSR

All of the interviewees agree that CSR is a complex subject that may be difficult to understand. Further, the interviewees from HR believe that there is a clear definition within SCA and that employees within the enterprise have a similar view on what CSR means and how the enterprise works with it. However, all four interviewees have different answers regarding what CSR actually means. One of the interviewees suggests that when internal discussions regarding CSR are being held, the main focus is around ethical and environmental aspects. Two of the interviewees describe it as having an ethical responsibility, whilst at the same time being economically sustainable throughout the process of doing so. The fourth interviewee mentions

that she is aware of CSR including for example legal aspects as well, however emphasises that the main focus within the enterprise is economical and ethical responsibility. Defining what CSR actually means is clearly difficult and differs between enterprises, business units and individuals.

Building an Understanding is Key to Develop CSR Work

Following the recruitment process, the interviewees emphasise the importance of having proper channels to inform the employees of the goals and ways of the enterprise. Some especially emphasise on the importance of doing so within the subject of CSR, as it is more complex and does not always come natural to all employees. As previously mentioned by the interviewees, personal interest is very important, however it is argued that interest of CSR spreads within the organisation with seminars, workshops and the overall focus from top management. They argue that the learning process is to be considered a constant process that creates the positive spiral which develops a corporate culture that boosts CSR, rather than hindering it.

New employees are informed through introductory courses and an information day which involves trainings within the subject. The interviewees said that the trainings involved discussions regarding the enterprise's code of conduct, values, vision and goals. However, after the initial trainings there are no follow-up trainings and instead the unit managers are the ones responsible for informing employees of new goals and objectives of the enterprise. Each team's manager read up on changes that are sent out via several channels that are then passed out to the teams as they see fit.

Further, the interviewee within learning and development discusses that the learning process after recruitment is just as important as choosing the right candidate. She suggests that the process after recruitment not only helps to further develop the employees understanding of the complex area, but also that it helps to keep up the interest and therefore motivate employees to focus on the area. According to her, the process is currently different throughout the world, however, optimal would be for it to be somewhat standardised, as interest for CSR needs to be spread throughout the entire global network.

Shared View and Objectives Facilitate CSR Development

Having a shared view on CSR throughout the global network is crucial in order to develop, coordinate and work efficiently. The interviewees suggest that CSR goals are set on a strategic headquarter-level, and therefore are quite similar throughout the organisation. However, they argue that sometimes local adaption is important, and therefore requires different focus from business units around the world making it important to have, and make a difference between local and global CSR objectives. As a result, the enterprise has its own department working solely with sustainability, which is responsible to gather data and develop the organisations work. Information is gathered through a separate system which is then analysed and reported separately directly to the Head of Sustainability and Chief Executive Officer (CEO). The HR specialists from the global HR department agree that having a separate department working with CSR is crucial in order to align the enterprise and effectively work with developing the work within the area.

4.2.2 Knowledge Sharing at SCA

Efficient Knowledge Sharing is Key for MNEs

Having effective knowledge sharing is mentioned as key for any enterprise in today's global markets, as having the highest possible knowledge has become crucial to stay in the forefront of competition. Furthermore, several of the interviewees suggest that effective knowledge sharing is the most important competitive advantage for MNEs, as their vast network is unique in comparison to many of the competitors. It is argued that sufficient tools are the crucial first step in order to make it possible to share knowledge between different units. The interviewees from the global HR department suggest that having easy-to-use and effective channels results in knowledge sharing, as it enables and shows the importance of the area for the employees. One of the interviewees, working within learning and development, argues that effective channels are important, however also emphasises on the fact that ensuring that people use the provided channels can be difficult but just as important as providing the actual means to share.

Channels are Important to Overcome Global Challenges

The enterprise has its own intranet as the main channel for sharing insights throughout the global organisation which, according to the interviewees, works very well. The intranet can be accessed by most people within the enterprise and is used to transfer knowledge within different areas between business units on a global level. The information available is updated regularly when guidelines are changed or when new insights are available. The intranet site is mostly updated by specific people that have access to make changes and the easiest way to share something for most employees is to get in touch with them via a manager. The interviewees do not agree on the importance of the intranet, as some emphasise on it being the best channel for sharing due to its ease of use, whilst others argue that it is important to be combined with qualitative channels where employees can exchange and further develop the area.

The sheer size and global spread of the enterprise is mentioned to be problematic at times, as knowledge is gathered on different business units around the world. The interviewees agree on the importance of well working channels for sharing knowledge, which are the same for all areas of knowledge. In general, the HR department in each region is responsible to ensure that knowledge is shared and there are differences in different regions regarding how to share information. They suggest that knowledge sharing is a clear focus of the global HR department and that it is one of the key responsibilities for the division.

Development of New Routines and Channels Facilitate Sharing

The interviewees agree that merely using the intranet might not be sufficient in the long run and that there is always a search for new ways of sharing valuable knowledge, as it helps them to stay competitive. The interviewee from learning and development further argues that the intranet is a fairly inefficient channel in the long run and new channels will be crucial in order to be able to share complex and high-value information. An example is a new system used to specifically gather insights regarding CSR, which is used by the CSR department and some business unit managers around the world. According to two of the interviewees from the HR managers of business units, unit managers and HR personnel are responsible to report on different CSR

parameters in order for the CSR department to create the sustainability report that is created yearly. It is a clear attempt to share quantitative and qualitative parameters of CSR in order to further develop the MNEs work within the area. Data is monitored on a global level and different units around the world are benchmarked based on certain measurable CSR parameters. According to the interviewees, data is shared between the different brands and units without significant difference, no matter the geographical and cultural distance. New technology and goals within the organisation have allowed for more efficient flows of information between units around the world and in different parts of the organisation. According to several interviewees, business unit managers and HR managers of the business units are asked to report both qualitative and quantitative measures in order to gather the data on a global level. Furthermore, the interviewees agree that the system has been a great success, as the business units are allowed access to detailed data that can be used to create valuable reports of CSR performance. As a result, insights can be gathered and a better understanding of how business units around the world are performing is achieved. The interviewees argue that measurability of CSR parameters on unit level is an issue and as of today the units report on quantifiable parameters and use self-assessment for qualitative information. Each individual unit can report back regarding what went right and possible improvements, however very few of them actually chose to add comments and text in addition to their quantitative self-assessments. The additional text is intended to use in order to analyse business unit's performance and thereby be able to transfer knowledge regarding well-functioning solutions to the rest of the organisation.

Due to technical developments and the corporate culture, the interviewees argue that several barriers such as country culture and distance have been reduced drastically, however may still be present to some extent. As explained by the interviewee from learning and development *"Previously, sharing knowledge with each other involved meeting in person, however recent developments within ICT, such as video conferences and data analytics, allows for knowledge to be shared instantly over great distances"*. Furthermore, the interviewees suggest that they believe sharing of knowledge will be made dramatically more efficient within the coming years.

4.2.3 The Role of Motivation

One of the most important aspects mentioned by three of the interviewees in order to create knowledge sharing is creating a corporate culture that encourages the behaviour. A majority of the HR interviewees emphasise on the complexity of having dispersed operations with different levels of CSR. It is hard and resource-dependant to follow up on all business units around the world and understand at what level they are currently at. Therefore, the organisation is dependant on the different business units to use the provided channels and share the knowledge amongst each other and headquarters. The interviewees emphasise on the motivation of individuals and managers to be crucial in order to create a corporate culture where knowledge is shared between business units around the world. The interviewees argue that no matter how easy the channels are to use, it all comes down to the individuals using the different channels. Furthermore, it is suggested that even though knowledge sharing can be created through the use of incentives and guidelines, the most complex and valuable information can only be shared via motivated employees that understand why to do so. Lastly, the interviewees believe that the currently existing channels, such as email, the intranet, meetings and workshops, are not used to the extent that they could be. All of the interviewees mentioned that they would have wanted a better understanding regarding what level of knowledge exists on the different business units around the world.

Incentives are not Needed to Facilitate Sharing

All the interviewees mention that the enterprise does not use direct, clear incentives such as bonuses for sharing knowledge amongst the organisation. The incentives exist but rather for the overall sales performance of the business unit and enterprise as a whole. The interviewees disagree on the effectiveness of financial incentives. Some of the interviewees argue on the fact that clear incentives for sharing knowledge could be preferable however, mention that it is hard to incorporate and measure how much knowledge is shared. On the contrary, other interviewees believe that incentives for sharing knowledge would have little to no impact, and therefore argue that it would be an inefficient way to in order to reach the target of increasing the sharing of

knowledge between business units. A suggestion from one of the interviewees was that sharing knowledge which financially benefits other units and the organisation in whole might be easier to highlight, as the gains are more easily measured. The interviewees mention that when sharing insights, the most common incentive is being shown appreciation by management. One of the interviewees describe it as *“A unit will appear in the limelight if it shares valuable insights to the rest of the organisation”*. Receiving feedback when sharing insights is important in order to further boost the culture of sharing knowledge within the enterprise.

Knowledge Sharing Takes Time and can Differ Between Business Units

All units are responsible to share insights to some extent, however the HR department has the main responsibility to share insights from each region. Employees from HR around the world talk regularly and share experiences and insights from their respective business unit. However, in several of the interviewees experience, it is often more efficient if unit managers and employees from the business unit do the sharing themselves. Therefore, business unit managers are encouraged to cooperate with HR and share knowledge as often as possible. Furthermore, the HR specialists from business units argue that unit managers are not always spending that much time on sharing knowledge with each other, and clear gains may be needed in order to motivate them. Furthermore, the interviewees from the HR department suggest that it often comes down to the individuals of the different business units if knowledge is shared or not. The channels to share exist and there are clear gains for people that share valuable information with the rest of the organisation. One of the interviewees mention that the level of sharing differs drastically between different business units around the world. However, in general the process of knowledge sharing between the business units around the world is considered to be efficient and competitive. The interviewees suggest that insights are shared naturally between units. The interviewee working within learning and development suggests that there are still some fairly large challenges when it comes down to motivating individuals to share. She says that even though insights are shared around the world, it is hard to measure how well everything is actually going and improvements from new initiatives sometimes go unnoticed.

The Individuals Within the Organisation are Key to Knowledge Sharing

In general, all the interviewees from HR agree that hiring the right people and having the right culture is of outmost importance in order to create an organisation where knowledge is shared naturally and efficiently. Therefore, they emphasise on the importance of employer branding, as the right candidates appreciate that SCA is a forerunner when it comes to CSR. Further, the interviewees argue that people that are motivated to make a change and work with CSR are drawn towards organisations that are good at it and several of the interviewees from HR mention that they have managed to create a positive spiral. It is also important to have an overall competitive offer for the right people in combination with the strong employer branding of the enterprise, which involves everything from working conditions to salary.

Further, in order to create efficient knowledge sharing, not only new recruitment is of importance, but also the selection of the right managers. The interviewees mention that they believe that a value-oriented and driven manager with the communication skills to push it out to the rest of the team makes a very big difference in how much knowledge is shared. The organisation and its network is highly complex and for the managers to understand the big picture is mentioned by the two interviewees as a very important aspect, as they then are able to see the big picture, and thereby understand the value of sharing insights. Furthermore, it is also mentioned that the managers personal networking skills are key, as many insights are shared via more informal channels.

4.3 Unit Manager Interviews

4.3.1 CSR Integration Within the Enterprise

When interviewing the business unit managers from the different areas of SCA, it is clear that they all consider CSR to be an important part of the overall strategy of the enterprise. It is argued that being in the forefront of CSR is a vital competitive advantage in the years to come and that SCA works with it a lot. The enterprise's work within the area has evolved in the past year and now includes all different functions and units on a global level. Reporting publically is done not only on financial targets, but also on improvements within sustainability and other CSR targets. A majority of the interviewees agree that the importance of working with CSR on a global level will only increase in importance. However, the interviewees disagree slightly, where two of the international project managers emphasise on local responsiveness, whilst the other interviewees believe CSR will mostly be a global question for large MNEs.

Furthermore, a vast majority of the interviewees emphasise on the team effort being a key factor in order to stay competitive within the area and that a global network is very important. The interviewees from the different business units mention how crucial it is to efficiently inform the entire organisation of the new CSR goals that are developed on a global level in a comprehensive and understandable manner.

Interest for the subject of CSR varies between different business units and individuals within the enterprise, as previously mentioned by the interviewees from Human Resources. All units work with CSR on different levels, and personal interest of the managers is mentioned as a key factor affecting the focus of the unit. All CSR initiatives are not necessarily part of the overall KPIs that units are measured upon, and therefore sometimes requires managers to make priorities in order to prioritise the area. It is further described by one of the global innovation managers as; *“CSR requires energy and interest in order for managers to go the extra mile.”*

4.3.2 Complexity of CSR

The different business unit managers had varying opinions regarding CSR and the complexity of the area. A majority of the interviewees argue that they consider CSR to be an interesting area which as one of the global innovation managers described it “*Is not something that our generation grew up with*”. Further, they argue that CSR requires research and an understanding in order to be able to understand, develop and share information within the organisation. The two global innovation managers start a discussion regarding best practice, where they argue that CSR is constantly evolving, and thereby requires employees to constantly stay updated. In order to do so, a lot of time needs to be invested initially, and over the coming years. A majority of the interviewees had participated in workshops and learnings over the past years focusing on CSR and the development of the subject. In order to further develop, the enterprise organises events as such, focusing on both helping everyone stay up to date, but also to discuss potential developments.

The different unit managers suggest that the CSR work differs drastically between different units and that it is hard to tell if all information is transferable to other parts of the organisation. One of the Global Innovation Managers described it as “*We work with different kinds of products around the world and do not have time to figure out what could be useful for other teams in other markets*”. This is further confirmed, as the interviewees have very different views on the definition of CSR. Only two of the interviewees included the full definition, whilst the others only associated CSR with environmental responsibilities. One of the core values of the enterprise is responsibility, which all the interviewees agree and relate with. It is a highly discussed subject within the industry and enterprise, however the interviewees argue that it is mainly the area of environmental and social responsibilities that are major challenges within the industry.

Regional Divergence and Measurability Increase Complexity

Initiatives within CSR differ widely between different regions and units, where interviewees mention that there is a global agenda which top management is responsible for, whilst individual

units have. Several of the interviewees mention that there are overall CSR goals on a global level which are followed up by Headquarters and reported out to the entire organisation. Furthermore, they also mention that there are a lot of local initiatives that they create on a local level in order to help the specific region that they are active in. The global initiatives are described as more standardised with different Key Performance Indicators (KPIs) that are measured and benchmarked between different business units. Some of the global initiatives and most of the local ones are rather complicated to measure the direct effect of, and unit managers rather focus on following up on the indirect effects such as brand awareness and appreciation.

4.3.3 Knowledge Sharing Between Units

The view regarding how knowledge sharing is intended to work and how it works in practice differs between the interviewed unit managers. Developing and sharing knowledge is key for the enterprise in order to learn from each other and constantly develop. A majority of the interviewees consider sharing knowledge to be of greatest importance, and enjoy exchanging experiences with their colleagues.

The interviewees agree that sharing information within the organisation can be very important on a global level, however views regarding what hinders it differs. Some of the interviewees argue that there is a clear lack of channels to efficiently share knowledge within the organisation and they argue that it would be appreciated if there existed easier ways to communicate. However, a majority of the interviewees argue that the channels do exist, however could be used more between units.

Channels for Exchanging Knowledge Varies Between Units

The global innovation managers used several different channels, however mostly emphasised on the importance of meeting face to face or having video conferences to share experience. They emphasised that a lot of the knowledge shared between their units required channels that allowed for deep knowledge to be shared which included interaction between the units exchanging.

Several of the other interviewees emphasised that they did not use one particular channel, but rather a mix of several depending on what and to whom the knowledge was shared. All of the interviewees had used the intranet for sharing insights between each other to some extent. However, only half of the interviewees use the intranet more than once every two weeks whilst the others did not find it too useful. The international project leaders rather used more informal channels, meetings, TV screens, emails and conferences as they considered them to be more efficient and value-adding. The two global innovation managers emphasised on the importance of conferences and meetings in combination of coordination from HQ in order to effectively share knowledge. By using these channels, the unit managers argue that they are able to keep discussions and use the most valuable insights within their own organisation to the maximum. A few of the interviewees did not use the intranet at all other than to catch up with the news presented on the first pages. They did not feel that the qualitative information available was worth accessing and mentioned that in most positions it is key to prioritise in the work in order to be efficient.

Several of the interviewees argue that the level of knowledge sharing could be improved significantly both within different business units, but also between units and on a global level.

Further Facilitators are Required in Order to Efficiently Transfer Knowledge

The interviewees argue that it is of utmost importance that the different business units have regular contact and work closely together in order to create an optimal flow of information. Having the right channels does facilitate the exchange of knowledge to some extent, however it is far more important to create a culture where it is done naturally and on a regular basis. As of today, several of the interviewees find it inefficient and difficult to share information with other teams. They also mention the complexity of different subjects and the specialisation of units to be further barriers that hindered the flow of information. Furthermore, they mention that it becomes increasingly difficult when working across borders and functions. One of the interviewees describe it as *“Managers do not know where and how to share knowledge. Knowledge regarding how to share knowledge is lacking in many of the units”*.

On the other hand, a third of the unit managers found it to be very easy to share information with other units and felt that they were very up to date with what was going on within other units. The positive interviewees also found the channels to be sufficient and did not see geographical distance as a major barrier, even though they argued that it is easier to share information on a daily basis with people within the same building and unit. Different managers have varying levels of interest to share knowledge, which further emphasises on the importance of having a culture where knowledge sharing is focused upon.

4.3.4 Motivation to Share Within the Organisation

The Importance of Corporate Culture

A key aspect of ensuring knowledge sharing within an enterprise is to have the supporting culture. In order to create such culture, a majority of the interviewees argue that it is important to send out the same message to everyone and at all times. As previously mentioned by several interviewees, working with CSR and knowledge transfer takes a lot of time and resources, which makes motivation and corporate culture key, as the employees thereby understand the value of sharing and are able to prioritise these actions. A majority of the interviewees believe that the culture within the enterprise has been key in the progress that has been made within CSR and knowledge sharing in the past years. Further, the interviewees argue that everything from recruitment to everyday work is of great importance to foster the right culture and further develop. A majority of the employees argue that the corporate culture is mainly focused towards profitability and that business units have a tendency of focusing on their own business. One of the global innovation managers further described it as *“There is a clear lack of incentive to share due to the current culture which is reflected on the amount of knowledge being shared between units.”*. Furthermore, two of the respondents had previously been working for smaller enterprises where they suggested it was more common to share knowledge between units due to the culture. Both of them further suggest that the culture has a clear impact on the amount of knowledge being shared.

No Clear Incentives are Used in Order to Facilitate Sharing

Several of the interviewees mention that there is a lack of clear incentives to share knowledge within the organisation, as many of the unit managers are stretched thin on time. The view on the need of incentives varies between the different interviewees, however a majority argue that they do not believe them to be vital for SCA to create efficient knowledge sharing. A majority of the business unit managers and global project managers argue that they believe their employees and themselves to be motivated by other means, such as receiving positive feedback from management and seeing the overall performance of the enterprise. Some of the interviewees also mention that having specific incentives for sharing insights may be unnecessary due to the fact that the enterprise has come so far when it comes to CSR. Several of the interviewees mention that there is a clear drive within the people of the organisation in order to develop the organisations work with CSR, and thereby knowledge sharing is created naturally.

The Motivation of Individuals Highly Affects Business Unit Sharing

Having people within the organisation that focus on the big picture within the organisation and are willing to share with other units is argued as key in order for an efficient process to be created. Motivated leaders within the organisation are key and highly impact how well a unit works and shares within the organisation. It is argued that having a unit manager with the right drive and with SCAs values in mind, results in the rest of the unit following the example set, creating a positive spiral.

Some of the unit managers also mentioned that different units have different levels of motivation to share knowledge depending on how closely they work with the customers. They emphasise on the importance of seeing the direct effects of the knowledge that is shared, as that makes it easier to understand the value of spending time on it. They mention that priorities are a major factor and that it sometimes just is not possible to take the time to share on a global level with all the teams. A vast majority of the interviewees agree that the people within the organisation and the managers for the different units are key in order to properly use the channels that are present. Employees inspire each other and a positive loop is created if you have leaders that focus on

CSR and the organisation as a whole. Therefore, most of the interviewees believe that the most important factors in order to create an organisation where knowledge is shared between all units in an efficient way are the corporate culture, new recruitment and recruitment of managers.

5. Analysis

This section will connect the empirical findings with already existing theory, giving a deeper discussion about the subject. The chapter will begin with discussing CSR, and the interviewees view on the subject, followed by knowledge sharing in general in order to build an understanding of the two areas before further analysing the role of motivation. The last part of the analysis will follow with an elaboration on the role of motivation connected to the discussion about CSR and knowledge sharing. The reason for having this structure is that, in order to be able to discuss CSR, knowledge sharing and motivation in an integrated way, it is necessary to first have the discussion about CSR and knowledge sharing in isolation.

5.1 CSR Issues in an MNE

5.1.1 Difficulties of Defining CSR

The first part of the analysis focuses on the subject of CSR and the complexity for MNEs to define the subject. CSR has for quite some time received a lot of attention from both media and the public. As a result, according to Bauman and Sitka (2012), this has led to MNEs increasing their monetary- and time-investments into CSR strategies and activities. Similarly to what was suggested by Bauman and Sitka (2012), the study found that how SCA works with CSR is constantly changing in order to keep up with fast-paced developments. SCA and its competitors are working hard to develop their work within the area, as they believe it to be crucial in order to reach environmental and economical growth. Furthermore, it was clear that, similarly to what Katajajuuri and Forsman-Hugg (2008), and McWilliams et al. (2016) suggest, the different business units within SCA had very different definitions of CSR. Even individuals within business units had very different views on what CSR was and how SCA works with the subject,

suggesting that the definition of the subject varies drastically between MNEs, business units within MNEs all the way down to the level of individuals. Most business units only relate CSR to environmental responsibilities and fail to recognize the other aspects mentioned by Carroll (1979), Tuan, (2013) and Farooq et al. (2014). However, it is clear that the focus within SCA is in line with theory that societal expectations set a large part of the CSR agenda for MNEs and their business units.

5.1.2 Complexity with Time and Measurement of CSR

Defining CSR is complicated and the answers varied dramatically both between different business units, but also between individuals within the same business unit. As suggested by McWilliams et al. (2016) the complexity of understanding and defining CSR leads to problems with theoretical development and measurement. As the interviewees disagree on the definition, deciding upon variables is complicated. Furthermore, a lot of the effects from CSR initiatives are hard to measure by default, thereby further complicating the process of creating measurable variables. In accordance with theory from Katajajuuri and Forsman-Hugg (2008), quantitative and qualitative tools for measuring performance are important in order to understand, give feedback and develop for the enterprise, as well as its stakeholders. As the findings of the study suggest, when time is scarce most employees seem to focus on the measurable variables.

The complexity of CSR and the difficulties to define and measure performance within the area makes it less natural for business units and its employees to focus on it over other areas with more clear performance targets. The interviews with international project managers clearly showed that there is a lack of clearly defined targets for some of the business units, leaving them with the impression that CSR is rather an area for the headquarter to work with. The interviews show that CSR is often being part of the overall strategy rather than the tactical initiatives on business unit level.

Several interviewees mention time as a key factor, suggesting that it is often scarce which means that non-measured performance targets often receive a lower priority. Economical sustainability

is, in line with theory from Burke and Logsdon (1996), mentioned as the most important factor. Firstly, economical performance is key in the short- to medium-term, as all stakeholders measure the success of the MNE based on financial factors on a quarterly basis. Quarterly financial results can have huge impacts on the stock and economical stability of the enterprise, and are thereby crucial in order to keep the enterprise's economical sustainability and long-term focus. Several of the interviewees argue that an enterprise such as SCA also focuses a lot on long-term objectives, regarding both financials and their ethical responsibilities.

5.1.3 Regional Divergence Increases CSR Complexity

Findings of the study suggest that different business units around the world work with CSR very differently, which leads to some CSR insights being less useful on a global level. Furthermore, the different business units around the world have their own sustainability targets based on the local environment. The interviewees from the HR department argue that CSR objectives are set on a strategic level and it is clear that there are a lot of similarities, due to the fact that the agenda is set on a global level and targets created are applicable for most business units. However, interviews with the different business unit managers clearly show that there are a lot of local initiatives and that a lot of the very important, practical work with CSR is rather created on a business unit level. The view on the importance of the subject differs widely between managers, which seems to have a direct impact on how much focus CSR receives. The findings are in line with what Marano and Kostova (2016) suggest, saying that regional divergence is highly present in large MNEs with operations spread around the world and different CSR initiatives active.

Headquarters have a clear role of setting the level of CSR development and making the targets understandable throughout the organisation. Furthermore, they set the global objectives that are communicated out globally and locally. However, business units are the drivers of CSR development and focus from headquarters only partly explains how much focus the subject receives. Business unit managers have a very important role and personal interest for CSR within the business unit is crucial in order for development to be made.

5.2 Knowledge Sharing in an MNE

5.2.1 Importance of Knowledge Sharing

The importance for knowledge sharing has increased and the ability to create and share knowledge is of great importance for enterprises to be competitive. As found in this study, it is clear that knowledge sharing within the organisation receives a lot of attention and the findings are in line with theory, suggesting that creating and sharing knowledge within the MNE is of high importance for both the HR department and business unit managers. Similarly, Gupta and Govindarajan (2000) suggest that knowledge creation and sharing are key advantages for MNEs.

5.2.2 Barriers and Complexity of Knowledge Sharing

The findings of this study indicates that even though there might be some differences between different cultures, the overall view on knowledge sharing is that it is important. Further, the findings suggest that even though country culture can act as barriers for knowledge sharing, the corporate culture is of greater importance and by working with improving it, many knowledge sharing barriers can be overcome. Furthermore, recent and future developments within ICT have a huge impact on knowledge sharing by reducing the perceived geographical and cultural distance, by allowing employees to communicate on a more regular basis by using for example video conferences. Therefore, what Möller and Svahn (2003) suggests regarding the country culture being a barrier for sharing knowledge is to some extent in line with the findings of this study. However, and as emphasised by several interviewees, the corporate culture and individuals within the enterprise seem to be of much greater importance.

Further, in a global MNE, knowledge is spread around the world between different divisions and business units making it difficult to share and access just because of the sheer size of the organisation. Argued by theory, a big advantage of MNEs is the fact that knowledge can be created and shared between business units around the world. However, it is also clear in this case

that large enterprises also risk losing that advantage by having complex corporate structures and networks, making sharing complicated between different business units.

The complexity of knowledge can make it difficult to share, as some insight might require face to face meetings or video conferences rather than just writing it down. As previously touched upon, regional divergence complicates the process of sharing, as it requires more time to understand is certain knowledge is applicable for different business units. Therefore, the more complex and local knowledge is, the less likely it is to be shared within a large enterprise.

Time is mentioned as the main challenge of sharing CSR insights, as it is hard to prioritise over the tasks that improve the business units measured and quantifiable performance, further emphasising on the importance of employees and management understanding the importance of sharing knowledge within the network.

5.2.3 Facilitators for Knowledge Sharing

The findings of the study suggest that the perceived importance of further developing ICT channels is of great importance, as the HR department focuses a lot on creating efficient channels for sharing. However, even though the business unit managers and project leaders agree that ICT channels are somewhat important, they argue that existing channels are sufficient enough and that the developments the coming years might not have such a huge impact on knowledge sharing between business units within the MNE.

Having business unit managers that understand the value of knowledge sharing is key in order to create efficient knowledge sharing, as their behaviour affects how the entire business unit shares knowledge. Furthermore, the study finds indications that having individuals within management focusing on knowledge sharing increases knowledge sharing from other business units as well. Similarly, Fey and Furu (2008), and Gupta and Govindarajan (2000), argue for the importance of managers, however parts of the theory also emphasises on the importance of incentives for knowledge sharing. Contradictory, a vast majority of the interviewees argue that the effect of

direct incentives for sharing knowledge are inefficient and rather emphasise on the importance of having a corporate culture where knowledge sharing comes natural.

The individuals within the enterprise and the corporate culture created by management seems to be key in order to create efficient knowledge sharing in case sufficient ICT channels are in place. Throughout the study, it has been clear that recruitment is very important, as having the right people from the beginning helps forming the corporate culture. Furthermore, as emphasised by a majority of the interviewees, the internal processes are as important, where management focus, corporate culture, workshops and further education are crucial in order to motivate individuals to share knowledge.

5.3 The Role of Motivation for Knowledge Sharing

5.3.1 Why Motivation for Knowledge Sharing Exists

In line with theory (Nicolopoulou, 2011; Tuan, 2013), the interviewees stated that motivation has a role in the sharing process. The majority states that it is part of the employees' personalities to identify themselves with the CSR activities carried out by SCA, and sharing knowledge is part of this SCA-mentality. As stated by an HR manager, SCA only have to meet the basic needs, such as salary and working conditions, which is essential for reaching motivation in the first place (Ryan & Deci, 2000; Ryan & Deci, 2017; Gunnell et al., 2013). Otherwise, being motivated to knowledge sharing is a process that arises from the personalities of the employees.

Hence, what is characteristic for CSR knowledge sharing behaviour in SCA, is the employees' intrinsic and autonomous motivation to share CSR knowledge. Since sharing knowledge originate out of own interest and own will, the employees are internally motivated to share (Ryan & Deci, 2017; Gagné, 2009; Hau et al., 2012; Durcikova et al., 2011; Osterloh & Frey, 2000). Further on, while the interviewees stated that the employees are intrinsically motivated, a possible extrinsic motivation to share CSR knowledge is not stimulated for several reasons. When having intrinsically motivated employees, targeting a possible extrinsic motivation is not considered necessary. After all, intrinsic motivation is regarded as being more effective for

knowledge sharing than extrinsic motivation (Cruz et al., 2009; Lin, 2007; Osterloh & Frey, 2000; Hau et al., 2012), motivating the reason to not target the extrinsic motivation. Additionally, several interviewees elaborated on the difficulties of measuring knowledge sharing, and then reward employees and business units based on knowledge sharing performance solely. As elaborated by Haldin-Herrgard (2000), the concept of knowledge is hard to measure, and even harder the more complex the knowledge is, as with CSR (Nicolopoulou, 2011; Marano & Kostova, 2016). The only reward mentioned on business unit level was a short time in the limelight, however, such a reward could be motivating enough following the discussion from Gupta & Govindarajan (2000) on increasing the image of a specific business unit if getting organisational attention.

However, while being intrinsically motivated, interviewees also emphasised on an external pressure to share CSR knowledge. Marketing themselves as CSR-minded, external expectations arises about SCA's CSR activities. To meet these external expectations, a feeling of having to share knowledge will arise, in line with the controlled motivation as mentioned by Ryan & Deci, (2017), Gagné, (2009) and Koestner and Zuckerman (1994).

SCA consider themselves to have an extensive recruitment process, finding suitable people for the enterprise, following the discussion about staffing by Gagné (2009). This will ensure people with the same values as SCA joining the enterprise, both regarding employees down in the hierarchy, as well as with managers. With this carefully selected recruitment, SCA could have a deep knowledge about how the employees and managers function, and stimulate this intrinsic motivation in several different ways. While managers at SCA seems to focus on transactional leadership, with the focus on right channels for knowledge sharing (Appelbaum et al., 1998; Gagné, 2009), transformational leadership also seems to be present at SCA. Having a relationship-based managerial style to understand individual qualities, be clear in the communication of common objectives and inform about the result of the work the employees are performing are factors mentioned by the interviewees, and also factors increasing motivation (Roßnagel 2017; Grant & Shin, 2011). Having a comprehensive recruitment process, together

with knowledge about managerial characteristics, being able to find motivating managers should not be an issue. Further on, having work tasks that by themselves serves as motivators is also emphasised by the interviewees, in line with what Gagné (2009) states about job design as an HRM practice for increased motivation.

5.3.2 Why Motivation is not as Strong as First Emphasised

However, while motivation to share knowledge is said to arise intrinsically, due to the high level of commitment towards CSR work and SCA's high ambitions in the field, and the overall point of view that a possible extrinsic motivation does not need to be targeted, the level of knowledge shared is not where SCA wants it to be. Hence, the intrinsic motivation does not seem to be enough to reach the full potential regarding CSR knowledge sharing, or SCA does not know how to facilitate this intrinsic motivation, which is emphasised by Andreeva & Sergeeva (2016) as a challenging task. And there are factors at SCA that can possibly decrease the employees' motivation.

One reason for the shortage of knowledge sharing seems to be the difficulties of seeing the result of it. Whereas it is emphasised that knowledge sharing exists when working closer to the customer, because one can see a clearer result of the work that is done, the further away from the customer knowledge is shared, the harder it is to see how it contributes and creates value. Hence, there exists a feeling of non-meaningfulness (Ryan & Deci, 2017), to share knowledge the further away from the customer one works. It is therefore easier to be motivated to do, and prioritize, other tasks, where there is a clear objective to work against, having more of an extrinsically motivational character.

Further on, and what also decreases the motivation to share CSR knowledge, is that knowledge itself is not as widespread as parts of the organisation thinks. Whereas research show the complexity about CSR knowledge (Nicolopoulou, 2011; Marano & Kostova, 2016), this complexity is present at SCA and make the sharing more difficult. However, while there is a possible lack of competence regarding CSR, there is also a lack of competence about knowledge

sharing channels. Whereas several interviewees seem to be aware of where to share knowledge, they also emphasise that not everyone are aware of these channels, channels that in many cases are not used even if being aware of its existence. However, while employees and business units at SCA are said to be motivated to share CSR knowledge, but do not have the motivation to use or find the tools for sharing, the motivation to really share the knowledge might not be as strong as first thought. In addition, instead of using channels with written text, the interviewees emphasised a more direct interaction with other employees as more valuable and motivating, a possible reason for not using the existing channels.

The lack of knowledge can also arise from an insufficient training process, which can have several negative effects on knowledge sharing within SCA. A direct effect will be the lack of competence, whereas an additional effect can be the absence of a culture for knowledge and knowledge sharing (Gagné, 2009). Whereas insufficient channels are mainly emphasised by the interviewees, a corporate culture who encourages knowledge sharing is mentioned by several interviewees as a lacking tool for a more effective knowledge sharing. While the lack of a corporate culture that encourages, and motivates, knowledge sharing is mentioned, interviewees mentions this as a main tool for creating motivation to share knowledge. In addition, when there are issues of stimulate extrinsic motivation concerning CSR issues and knowledge sharing, the right corporate culture will have a positive impact on the intrinsic motivation to share. With some interviewees having previous experience with such a corporate culture, almost all interviewees emphasise its importance for motivation. When having an absence of the right corporate culture for knowledge sharing, SCA will also create a social context which does not stimulate knowledge sharing, since people are influenced by their relationships and how people in their surroundings behave (Ryan & Deci, 2017).

With the managers being a vital part and influencers of a business unit's motivation for knowledge sharing, and with the knowledge about managerial characteristics that facilitates and stimulates such a motivation, the real case seems to be slightly different. A clear example is the fact that managers do not share knowledge when sending in reports, regardless of the quality of the work in question. Being a voluntary act, there seems to be no motivation to share knowledge

among the managers, hence, not leading by example which is strongly emphasised by Gagné (2009) as increasing motivation among the employees.

5.4 Knowledge Sharing Process

From the discussion above, figure 4 gives an overview of the knowledge sharing process within SCA. In an MNE, where knowledge is created and stored in different geographical areas (Foss & Pedersen, 2004; Sumelius & Sarala, 2008; Forsgren & Holm, 2010), sharing of knowledge between business units is necessary for MNEs to exploit the knowledge that exist within the enterprise (Adenfelt, 2010; Cummings, 2004; Foss & Pedersen 2001; Sumelius & Sarala, 2008).

However, sharing knowledge is not a process without barriers, making knowledge sharing a challenging task for large MNEs. As shown in the model, the corporate culture acts as a barrier rather than facilitator in our case, as other factors are prioritised. Furthermore, the lack of time and resources was found as one of the main barriers, as the managers are stretched thin on time, and therefore are forced to prioritize.

Adding to this, the characteristics of the knowledge shared will impact the process as well. With the complexity of CSR knowledge, the sharing will be even more challenging, with measurability issues, regional differences and uncertainty about the economic value from the CSR activities

Just as there are barriers to knowledge sharing, there are also facilitators that can overcome these barriers. Ensuring channels for knowledge sharing is necessary in order to make sharing possible at all, while ensuring the right channels for a certain type of knowledge shared is essential for facilitating the sharing. However, having the right channels in place might not be sufficient for knowledge sharing to take place, it also requires motivation among employees and business units to actually use the sharing channels. Motivation can be stimulated in several different ways, both individual as well as organizational. As illustrated in the figure, motivation has a crucial role in order to ensure that the channels are used and that the barriers are overcome. Therefore, the

business unit gains knowledge and understands that it needs to be shared with other units. With motivation, time is invested in making sure other units have access to the information. Existing ICT channels allows for the employee to make the sharing possible. Receiving business units understand the need to take in information from the supplied knowledge.

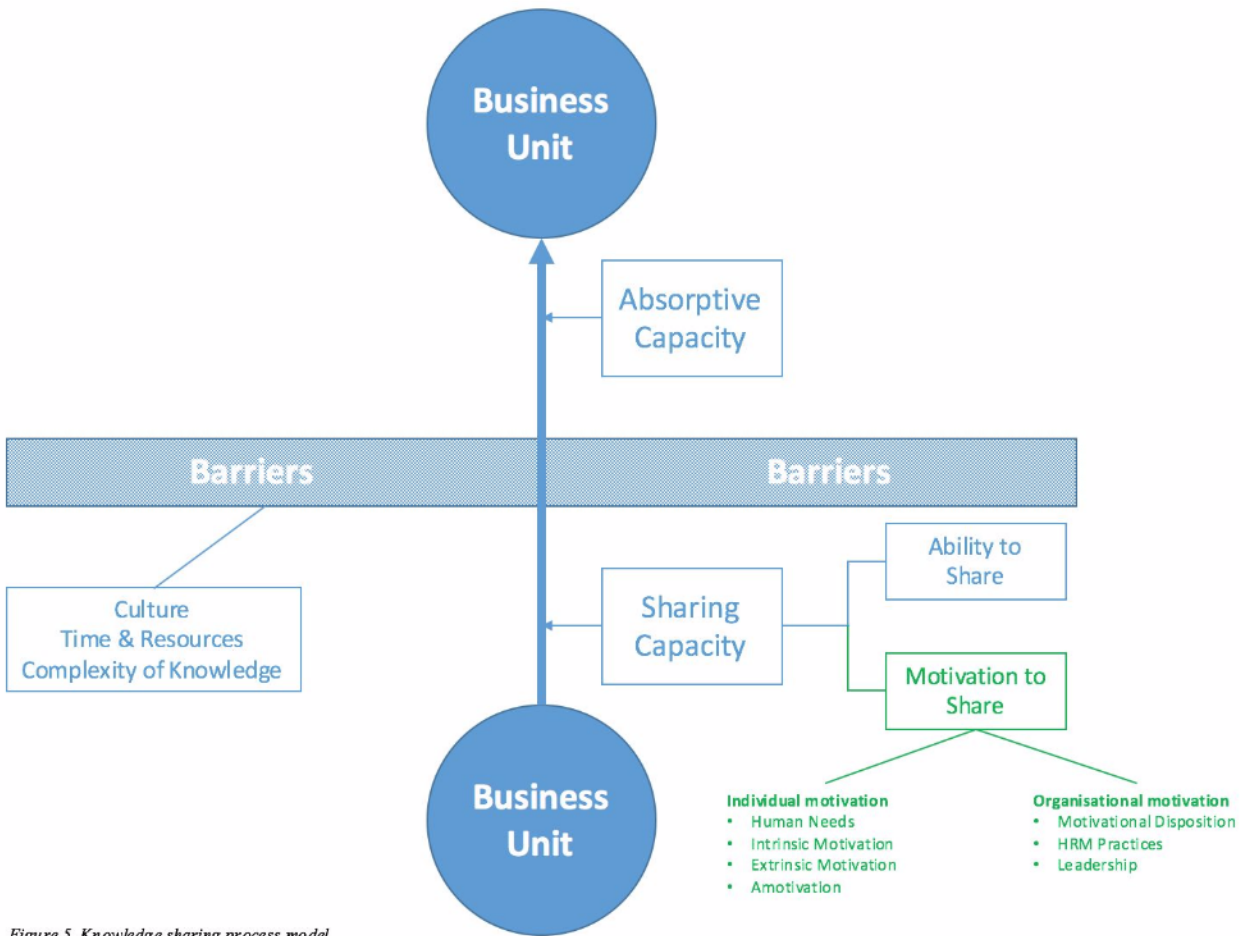


Figure 5, Knowledge sharing process model

6. Conclusion

The final chapter of the thesis will start with answering the research questions, emphasising on the main points that we found in this study. Further on, practical implications will be discussed, followed by the theoretical contributions that this study offer. Thereafter, the study's limitations will be explained, before finishing of with suggestions for future research.

6.1 Main Conclusion

The purpose of this thesis was to examine what influence motivation has on knowledge sharing activities within an MNE, and more specifically in the field of CSR. The purpose has been reached by carrying out a case study on Svenska Cellulosa Aktiebolaget (SCA), observing and analysing how motivation affect knowledge sharing about CSR within the organization. More specifically, the research question that the study aim to answer is:

How does motivation influence business units' knowledge sharing behaviour regarding CSR related aspects in an MNE?

Based on the empirical and theoretical findings of this study, it is eminent that motivation has a clear role in the process of sharing CSR knowledge within multinational enterprises. There are certain barriers for business units to overcome when sharing knowledge, such as time, culture and complexity of knowledge. Certain facilitators, such as ICT technologies are necessary in order for employees to be able to share knowledge. However, the level of motivation the business unit has to share was found to be just as important, as motivated employees are required in order to make use of the existing channels. Furthermore, individual motivation of employees, and especially managers highly affects the overall motivation of the business unit. Motivated employees use the different channels, and also tend to search for new ways to share within the MNE which has the potential to further develop the knowledge sharing process. Additionally, the importance of having employees that are intrinsically motivated to share becomes increasingly

important when sharing CSR insights, as the effects of actions taken are more long-term and are harder to measure.

6.2 Practical implications

A significant factor affecting motivation to share knowledge, is the level of knowledge possessed by individuals and business units. If not having a sufficient level of knowledge about CSR, being motivated to becomes increasingly difficult. Especially within such a complex area as CSR, the level of knowledge might be lacking, and ensuring a sufficient level of knowledge is hard for individual business units to obtain. With its characteristics, regarding measurability and value-creating complexity, enterprises need to keep business units informed and updated about the subject to facilitate knowledge sharing and increasing motivation.

Enterprises must ensure that their vast amounts of knowledge can be shared by providing the right channels for sharing knowledge. If understandable and accessible knowledge sharing channels does not exist, employees may not be able to share knowledge. Additionally, it is important for enterprises' to be aware of the fact that different types of knowledge requires different types of channels. While knowledge in certain areas can easily be shared in written text, the complexity of, in this case, CSR, requires a higher degree of interaction and is more easily shared if being able to have more of a conversation with the receiving part. Having channels that does not offer this possible will affect motivation to share negatively.

Furthermore, as mentioned above the findings of the study show that, even if the sharing channels are in place and competence exist, motivation is of utmost importance in order to stimulate the knowledge sharing process when proper channels are in place. Therefore, creating a corporate culture where knowledge sharing is encouraged and recruiting employees with the right mindset is crucial in order for enterprises to have efficient knowledge sharing processes. Having motivated individuals and business units creates a positive spiral, as motivation spreads within and between business units.

While there is a lacking understanding of what motivates business units to share knowledge, a deeper understanding of motivational factors is recommended. When enterprises lack knowledge of these factors, there is a risk of them approaching motivation wrong, which, instead of stimulating motivation, can have the opposite effect and decrease motivation. With motivation being essential for knowledge sharing to take place, avoiding a decreasing effect on motivation is strongly recommended.

6.3 Theoretical Contributions

By fulfilling the purpose of the study and answering the research question, this study have contributed to the already existing theory. While Minbaeva et al. (2014) found that motivation is important regarding the absorption of knowledge in an MNE, this study clearly shows that motivation has a role also in the sharing part, and not just the receiving. Therefore, our study complement Minbaeva et al. (2014), by showing that motivation is essential during the whole knowledge sharing process, from sharing intentions to knowledge receiving. In addition, the study also identified factors affecting knowledge sharing motivation, adding clarity to, not just motivation's role in knowledge sharing behaviour, but also other factors affecting the knowledge sharing process.

Further on, the study confirm existing theory about the complexity that can arise both regarding knowledge sharing as a process (Teigland & Wasko, 2009; Noe & Wang, 2010), and CSR as a subject (Polonsky & Jevons, 2009). By integrating motivation, knowledge sharing and CSR in the same study, the study gives a deep understanding of the complex relationship between the three subjects. The study will also contribute by finding areas which need further research, and thereby add further clarity to the role of motivation in the knowledge sharing process.

6.4 Limitations

While SCA, as a case enterprise, seems suitable for the current study, it does not come without limitations, and the time that the case study is performed could be better, due to changes within

the organisation. As initiated last year, and put into effect this year, the division of SCA into two different enterprises within the same organisation, can imply changes and restructuring processes within the organisation, and the way they work with certain procedures, including the ones analysed in this study (SCA, 2017a). While this change within SCA is likely to signify changes for the organisation itself, it should not affect the result of this study.

Additionally, while previous research emphasise motivation as important for knowledge sharing (Gupta & Govindarajan, 2000; Rahab & Wahyuni, 2013), and especially knowledge sharing about CSR (Nicolopoulou, 2011), there are still other factors, not examined in this study, that could affect knowledge sharing. For instance, Minbaeva et al. (2014) emphasise on both motivation and employee ability as important factors behind absorptive capacity in a knowledge sharing context. While this concern the receiving part of knowledge sharing, factors like employee ability can also affect the sharing intentions of a business unit and its employees.

6.5 Recommendations for Future Research

The case of issue could be done with other dimensions and slightly different context to expand the research further. Our study is limited to only looking on motivation to share knowledge. To receive an even deeper understanding and approach motivation behind receiving CSR knowledge, would give a broader picture of the whole knowledge sharing process. Having knowledge about the whole process would give enterprises insight about how to stimulate motivation on different phases in knowledge sharing.

Further on, while this study focused on people higher up in the hierarchy, interviewing only managers and HR specialist, thus not capturing opinions from different levels in the enterprise, getting an even broader perspective of the subject. Even if managers are the ones in an enterprise that can most accurately picture the overall structure, and are significant influencers, employees can have another experience and other insights to the subject. This approach would also mean a larger focus on the individual, rather than looking on a business unit level.

Finally, approaching another subject than CSR could give an insight into how characteristics of the knowledge affects the motivation of employees and business units. Since the outcome of this study show that the characteristics of CSR knowledge as well as being far away from the customer affects both how knowledge is shared as well as factors behind motivation. Approaching another subject than CSR would give knowledge about what motivates employees and business units regarding different types of knowledge.

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Appendix

Appendix 1. Interview Questions

1. What is your position, and what are the work tasks included in your work?
2. How is the organizational network structured?
 - Relationship between units?
 - How is the structure within units?
 - Hierarchical or flat?
3. How do you work with CSR? Is CSR something that is integrated in the rest of the business, or is it decoupled?
 - CSR strategy?
 - Standardized or locally adapted?
 - If locally adapted, is this something that make knowledge sharing more difficult?
4. Are the employees informed about the CSR strategy/activities carried out at SCA?
5. How is CSR knowledge currently shared between business units?
 - Are there any specific tools used?
6. How is knowledge sharing encouraged between business units?
 - What HRM practices used?
 - Are there any incentives?
 - If yes, are those incentives on a unit level or individual level?
7. Are you aware of what drives units' knowledge sharing?
 - What motivates you to share?
 - Individuals?
8. What role do you think that the unit manager has in knowledge sharing intentions from that specific unit?
 - What are the main characteristics that you look for in a manager?
9. Have you experienced any differences in knowledge sharing in CSR compared to other knowledge? (measurability; long-term vs. short-term etc.)

10. What will facilitate knowledge sharing?

11. What could be obstacles to knowledge sharing? How to overcome these?