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The untapped potential of CSR

Enhance your organisation through societal engagement

Master's Thesis in the Master's Programme

Quality and Operations Management

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Abstract

The citizens in the world today become more and more conscious about the social and environmental conditions in the society around them, and have a need to contribute to a better future for coming generations. This is something that now also is expected by companies to work with through a Corporate Social Responsibility strategy. Even though organisations have understood the benefits of being societally engaged for creating stronger ties with their conscious customers, there are large gaps in companies' understanding of their organisation members' needs for fulfilment, and the benefits that allowing their employees to feel conscious at work can bring.

This study investigates how the benefits from societal engagement can strengthen organisation members, what factors influence the gained benefits, and thus how these benefits can be achieved and used to enhance the organisation. The organisations studied are the housing company Förvaltnings AB Framtiden, the management consultancy company Preera AB, and the manufacturing company Volvo Group Trucks, part of AB Volvo. To ensure a trustworthy outcome, 15 semi structured in-depth interviews were held with interviewees from different levels in all three organisations.

Through analysing organisations and their organisation members, it has been found that societal engagement contributes to many benefits for the organisation and organisation members. Strengthening customer connections and external branding were expected outcomes, but it was also found that if managed in a walk-the-talk way, societal engagement strengthens and enhances the employee relations, employee loyalty and output as well as employee health.

A conscious leadership and culture that enhance open discussions and allow freedom for the employees under clear responsibilities and mandates together with a constant discussion and dialog about the vision, and how the organisation contributes to society, are the key elements to enhance organisations through societal engagement.

Keywords: Societal engagement, Organisational benefits, Organisation member benefits, Creating Shared Value, Corporate Social Responsibility, Internal organisational values

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Abbreviations and translations

Table of abbreviations

Abbreviation	Expansion	Definition/Translation
AB	Aktiebolag	Limited company
CSR	Corporate Social Responsibility	
CSV	Creating Shared Value	
OM	Organisation Member	
OB	Organisational Benefit	
OMB	Organisational Member Benefit	

Table of translations

English	Swedish	Definition
Facility manager	Bovärd	The work title for the person responsible for the indoor environment of buildings, including apartments, business facilities, and common spaces.
Regional manager	Förvaltare	The work title for the person responsible for the maintenance of the fixed assets in an area. The regional manager is also responsible for budgeting and staffing.
Regional facility engineer	Fastighetsingenjör	
Environment manager	Miljövärd	The work title for the person responsible for the outdoor environment such as greenery,
Public housing	Allmännyttiga boenden	
Tenant	Hyresgäst	
Tenant interest organisation	Hyresgästförening	
Occupation	Sysselsättning	
Housing cooperative	Bostadsrättsförening	
Industry of built environment	Samhällsbyggnasindustrin	

1 Introduction

The trend of consciousness about social and environmental conditions has grown strongly among the inhabitants of the world. Ecological food, Fairtrade and energy-saving solutions have had an upswing among citizens. As seen in recent reports and studies, employees in Sweden are wishing for more influence and a sense of fulfilment (Preera, Sveriges Kommuner och Landsting, & Volvokoncernen, 2016). Even though the companies are well aware of the benefit that this sense of consciousness can have for building customer relations and help boosting external branding, there are very few that have explored the benefits from fulfilling this need of contribution among employees.

Organisations have during the last decade worked hard with Corporate Social Responsibility (CSR) to show to their customers that they are conscious. Even with the knowledge about the conscious trends, few organisations have taken advantage of this when it comes to satisfy their employees. In prior research in this area (Grankvist, 2009; Grayson & Hodges, 2006; Porter & Claas van der, 1995; Porter & Kramer, 2011), there has been little to none research on the effect of societal engagement on the organisation members. There might be large missed opportunities for organisations by not realising the value that contributions to society might have for organisation members, and the positive effects that embracing these benefits could have for the organisation and company.

Sweden is a country with a long history of socially oriented governments, indicating that the population has a wish for social improvement not only for themselves, but also for others. According to Barrett (2014), the highest personal satisfaction comes from giving service to others and knowing that one has done something helpful for others. This indicates that a company could get more satisfied employees by letting them be engaged in the societal improvement projects. To show corporate social responsibility (CSR) has during the last decade become a baseline for any organisation (Grankvist, 2009). The term CSR is used differently and has a different meaning for each organisation and most often the CSR efforts actually performed are mostly environmentally focused on diminishing energy costs. The social and societal engagement is often left out, together with all its opportunities and possibilities. CSR efforts can be shown to be a potential bridge to many internal benefits (Grankvist, 2009). Seijts & Crim (2006) states that employee engagement depends on, among other factors, collaboration and contribution. By involving employees in the discussions on which CSR efforts to make, increased engagement may automatically be achieved.

The overall sense of responsibility that an organisation holds for a community have developed over time, and we now (2017) live in a world where most businesses try to restore the harm they invoke to nature and society, and some companies take it even further, involving a responsibility to improve and develop society around them. No matter the reason for companies' engagement, whether it is financial gains, to fulfil a mission, or any other reason, there may be gains for more parts of society. Grayson & Hodge wrote in 2004 about Corporate Social Opportunity (CSO), showing several successful companies that had managed to go further than just showing responsibility, and created business opportunities instead of only diminishing risks with their CSR work. But here again, the focus lay in the effect that the act shall have for the customers and there is no focus on the effect of this contribution for the organisation members, working in the organisation.

First To Know, a social responsibility consultancy based in Gothenburg, has created their business around societal engagement and have seen that there are great opportunities in societal engagement. They have seen some customers showing large benefits from societal engagement in their employees by making CSR an integrated part of their organisation, instead of the superficial department often used to ensure that the organisation reaches the CSR requirements.

What is needed to take efforts in the social domain further? According to Porter & Kramer (2011) whom see sustainability and CSR as an integrated part of corporate strategy, it is to create a relationship such that a mutual benefit can be created from the CSR-efforts. In that way society and its companies would grow together and work for improvement for all. This opens up for many questions. What benefits and opportunities do these organisations see in being societally engaged? How are they obtained? And how can organisations strengthen themselves through their societal engagement? In a society where the most basic needs are already reached, what is then required by the employees in order for them to feel satisfied? How can one transform CSR into Creating Shared Value and CSO? All these questions lead up to the following aim, problem formulation and research questions for this study. The researchers of this study want to investigate the importance and value that societal engagement have for an organisational member in a business organisation and how to enhance an organisation through societal engagement.

1.1 Aim

The aim of this study is to explore organisational and organisation member benefits that can be gained from societal engagement, and how these benefits can be enhanced.

The intended outcome of this study is to raise the awareness of benefits that can be achieved within an organisation through societal engagement, to influence more organisations to conduct societal improvement efforts.

1.2 Delimitations

This study only investigate companies in the Gothenburg area in western Sweden. The research only covers inept-investigations of Förvaltnings AB Framtiden with its daughter companies (Framtiden Group), AB Volvo (Volvo), and Preera AB (Preera). The study is focused only on information regarding the social domain.

In order to provide a clear and distinct understanding for organisations, the organisation - organisation members - society system will only be evaluated from the organisational perspective.

1.3 Research questions

To establish a baseline for what can motivate an organisation to work towards improving society, benefits found in organisations will be explored, leading to research question (RQ) 1:

RQ1: What benefits do organisations perceive that they gain from their societal engagement?

As the initial discussions with First To Know indicated a strong connection between organisations and its organisation members, an investigation of the benefits that the organisation members see will be done, leading to research question 2:

RQ2: What benefits do organisation members perceive that they gain from their societal engagement?

How an organisation manages its human resources inner talent and needs is determining how well the individuals working in the organisation will have an aligned vision and knowledge of their purpose within the company and the society at large. An answer to this question will lead to the possibility to conclude how organisations may be able to make the societal engagement self-sustainable. When research question 1 and research question 2 have been answered, an understanding of benefits that can be gained from societal engagement can be created. To achieve a deeper understanding, the factors affecting these benefits needs to be found. This

relationship can then support other organisations in their work towards reaching the untapped benefits from societal engagement leading to research question 3 and 4:

RQ3: What factors influence the benefits that the organisations perceive that they gain from their societal engagement?

RQ4: What factors influence the benefits that the organisation members perceive that they gain from their societal engagement?

Only by connecting the benefits from societal engagement both for the organisation and the organisation members, can the prerequisites for reaching the benefits be deeply understood. By understanding how societal engagement affect an organisation, recommendations for how to reach it can be established. This leads to the concluding research question 5.

RQ5: How can organisations increase the benefits from societal engagement?

By answering research question 5, the aim of this study will be fulfilled, as well as a guide for how organisations should work to gain more benefits from, and take advantage of the untapped potential of, societal engagement.

RQ1 and RQ2 are answered mainly through the empirical data and are summarised in chapter 6 Analysis of factors influencing benefits from societal engagement. Chapter 6 is also where the reasoning behind the answers of RQ3 and RQ4 can be found, as well as the reasoning behind them. Finally, RQ5 is answered in chapter 7 Recommendations for enhancing the gain from societal engagement.

1.4 Structure of the report

After this introductory chapter follows the methodology chapter explaining how this study has been conducted. The theory behind this research is presented in three sections. First section is regarding earlier studies on the topic of CSR and efforts in the social domain in the past to cover the societal perspective. Second, a section covering organisational cultures and structures, and lastly, the third section covering the individual perspective and psychology, with topics of motivation, values, and creativity. The empirical findings are arranged after companies and the interviewees are presented in the order of those closest to the customers first, and then the rest follows in hierarchical order. This way of presenting the interviews is chosen to give the reader direct insight to how well the views and values of the employees furthest out in the organisation, aligns with the views and values of those highest up in the hierarchy. Since this study focus on how companies can create shared value between organisation members and society, the writers want to give the reader the possibility to reflect on how well the values of the organisation members align with the central positions in the companies. The analysis as well as the discussion is arranged after the research questions, beginning with analysing the companies' societal improvements and their employees' views of benefits from societal engagement, and how they are connected. In the concluding analysis chapter, the combinations are discussed in the way that they enable and enforces benefits for both the organisation and the employees, and indirect, by society. In the conclusion and recommendation chapters, the conclusion of the analysis is presented, as well as the recommendations for which factors that are most vital for an organisation to apply, in order to increase the benefits from their societal engagement.

2 Methodology

The scope of this study was crafted with help of the *What, Why, How* framework by Bryman & Bell (2011) shown in Table 1. The framework helped the researchers to clarify the direction of the study and work as a compass during the further development of the study.

Table 1: *What, why, how* framework for crafting research from Bryman & Bell (2011, p. 84) applied on this specific study

What Why How Framework	
<p>What?</p> <p>How to strengthen the formal and informal relationships between an organisation, organisation members and society and how it can be used to raise profit and internal benefits for the own organisation.</p>	<p>Why?</p> <p>To contribute to academia with new findings and insights on societal engagement as well as contributing to a more sustainable world for organisations to grow in and for society to build upon.</p>
<p>How-conceptually?</p> <p>Through research of factors affecting the other parties in the Organisation-Organisation member-System, and the relations and developments of these factors. The study will be made from an organisational perspective, but with focus on organisation members and society.</p>	<p>How-practically?</p> <p>Through research of historical data and interviews with pioneering businesses and organisations, who have experienced the effect of societal engagement in their organisations.</p>

To guide the structure of this study, a number of definitions and models have been studied and generated that can be seen below. These will work as the base for all further parts within this report.

To answer the research questions posted in section 1.3 Research questions, three companies have been investigated; Framtiden, Volvo, and Preera. As the aim is to provide new theory, a qualitative study was conducted as suggested by Bryman & Bell (2011). As the benefits connected to the Organisation - Organisation members - Society relationship to a considerable extent are soft factors, which's values depend on the individual perception and context, this further strengthens the need of a qualitative research.

2.1 Qualitative Research Specifics

For primary data collection, semi structured interviews were held with an open approach for a possibility of letting new data and findings steer the following questions as suggested by Bryman & Bell (2011). As the intention of this study was to find new concepts, this interview method served the study well in not locking in to any theme or subject, and opening up for data fields previously unknown to the researchers.

To follow up the interviews, a workshop was held, to complement and validate the primary data collection. During the workshop, the participants were observed by the researchers as described by Bryman & Bell (2011), and moderated by the researchers.

2.2 Research Strategy and Design

As this study is qualitative, an iterative process allowing for new input to affect the further development of the research was used (Bryman & Bell, 2011). This is an inductive research

since it is adding new views to the field (Bryman & Bell, 2011). The fact that the study is non-experimental might have affected the validity of the research. This opened up for a possible revision of the research strategy and design during the study. This study also has a cross-sectional research design where the focus lies in the sample of cases for the study (Bryman & Bell, 2011). The different companies studied in this research all have a common factor, their societal engagement.

2.3 Research Method

For reaching the aim of this study, a literature review served as a base for the research and was complemented by secondary and primary data. The primary data collection was carried out by both researchers to ensure credibility of the findings. All findings were confirmed and followed up with the involved parties to establish conformability of the outcome. To ensure dependability of the study, all steps taken were noted down to ensure repeatability of the study.

2.3.1 Literature Review and Secondary Data

The main sources for finding secondary data was Chalmers Library and Google Scholar. The search words for books and articles on both instances have been *Talent Management*, *HR*, *CSR*, *Societal Engagement*, *Societal Engaging Business Model*, *Motivation*, *Maslow*, *Social Engagement*, *Social Development*, *Corporate Motivation*, *Societal Design Thinking*, *Organisational Structure and Culture*, and *Leadership*.

2.3.2 Primary Data

To acquire primary data, interviews were used, complemented by a workshop. The interviews were semi-structured to allow for further questions depending on the information presented during the interview. Interviews were held with key persons within the companies studied, see Table 1, with a focus on potential benefits and disadvantages from their companies' societal engagement. The workshop was conducted with representatives from all companies and served as a confirmation and further data collection session.

2.3.2.1 Interviews

The companies selected for this study are presented in Table 2. All three have societal engagements and CSR plans in place, and this gave the researchers the possibility of investigating how their CSR efforts and societal engagement affected their surrounding society and employees, as well as how it was used to enhance internal processes and motivation. The focus on data collected from the interviews therefore lay in the social domain and any other data was omitted.

Framtiden have been a pioneering party in social development in Gothenburg and cooperated with private companies to further speed up the development. Framtiden can thus provide a base for what is possible, and thanks to their experience in the field also give good guidance based on their learnings from the area. They will also be studied to explore what benefits they have seen and what strategies they have put forward to achieve the mind-set of that societal development should be good for all involved. Volvo was studied for their efforts in education and integration of immigrants, and Preera since they have societal engagement as part of their core business. All three companies have goals for their CSR efforts, that have been beneficial in additional ways to both the organisation itself and others.

Table 2: Societal Engaging Companies and their reach of societal impact

Company	Reach of Societal Engagement Impact
AB Volvo	Regionally and Globally
Framtiden	Locally
Preera	Regionally

The interviewees in each company where chosen from different levels in the organisations to provide a broader perspective of the perceived benefits that the organisation and organisation members gained from societal engagement. The titles of the interviewees from each company are presented in Table 3. In total, 16 persons were interviewed.

Table 3: Table over the interviewees titles at the investigated companies

Framtiden	Familje-bostäder	Gårdstens-bostäder	Preera	Volvo
Development Manager	CEO	CEO	CEO	Global CSR Manager, Purchasing
Development Project Leader	Regional Area Manager	Communicator	Senior Consultant	Global Customs Manager, Logistics Services
	Regional Facility Engineer	Project Manager	Junior Consultant	Sales Manager, Volvo Trucks Sweden
	Facility Manager			Engineer, PEMS Department

2.3.2.2 Validation

After the interviews had been held the interviewees received a translated summary of their interviews and given the opportunity to correct the wordings if they did not agree with the translation of their words. Some interviewees chose to change some wordings. These changes however, were language oriented and did not change the outcome or meaning of the sentences.

2.3.2.3 Workshop

A workshop was used as a complementary tool to retrieve data that could not be gained through interviews. It was also used as a test verification of the pre-analysis result, to confirm if what had been found in an early analysis of interviews and literature would wake any resistance or understanding among the participants.

The workshop proceedings included a short presentation of the pre-analysis results, an open discussion about organisational and employee benefits from societal engagement, and possible enablers and connections between organisational and employee benefits from societal engagement.

2.4 Research Process

This study was conducted by the following outline and main steps of qualitative research proposed by Bryman and Bell (2011, p. 390) presented in Figure 2. As previously stated, while analysing collected data new areas of interest arose, and thus, the literature research and research process was updated, making it an iterative research process.

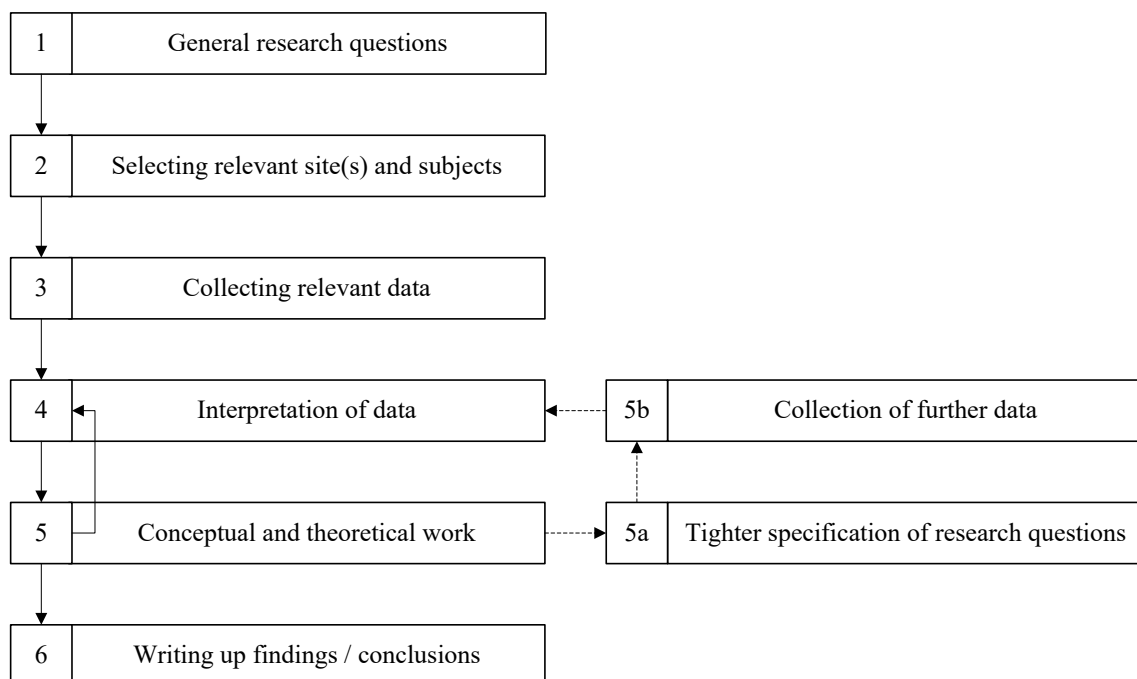


Figure 1: “An outline of the main steps of qualitative research” by Bryman & Bell (2011, p. 390).

Multiple steps were active at the same time, and the researchers continuously went back to tighten the specification of research questions. By having this continuous learning circle, the scope was maintained and didn't creep, even though it was close many times before each iteration that the focus became to branch specific. The final research question, presented in chapter 1.3 Research questions, was created in the last iteration.

2.5 Ethical issues and quality of the study

With this study's purpose of affecting society, the topic itself is of ethical concern. The purpose is however to help other actors in society to better develop society in collaboration with the own organisation members which are part of that society. Those people are also part of the society that they by the recommendations of this study can improve. However, the purpose is to benefit the majority of citizens in society, meaning that some may be affected negatively. As the overall impact desired is positive, this is not a wrong-doing.

2.5.1 Ethics of the study

This study follows the four ethical areas of concern first stated by Diener & Crandall (1978) to ensure that no harm is done to stakeholders of the study. The four areas are presented by Bryman & Bell (2011) as follows;

*“Whether there is **harm to participants**;
Whether there is a **lack of informed consent**;
Whether there is an **invasion of privacy**;
Whether **deception** is involved.”*

Quote 1: The four main ethical areas according to Bryman & Bell (2011, p. 128).

Starting with the first area of concern, harm to participants was partly avoided by fulfilling the three other areas of concern. If any participant, e.g. an interviewee, was suffering psychological issues during the study, the authors were prepared to mitigate the harm when discovered. However, no such circumstances arose. If a participant would be interested in retracting any statement done before publication of the thesis, it was considered by the authors based on reason and context. No retractions were done. Secondly, lack of informed consent has been avoided by clearly stating to the stakeholders what their input would be used for, what the aim of the study is and how it would be published as well as any changes to these areas. Thirdly, invasion of privacy was avoided by not conducting any covert studies, i.e. make all stakeholders aware of their role in the study before they were studied. This study was conducted with consent from all participants to use their names and roles in their organisations. This was chosen because it gives a more familiar approach and while the results are all based on these persons personal perception of the societal engagements benefits for organisation members and organisations. This choice can however, resulted in avoiding answers from the participants. Lastly, the authors refrain from all types of deception and spreading of misinformation. By following the mitigation strategies above, the study could be performed with minimal negative impact on the surrounding.

2.5.2 Transferability and trustworthiness

The aim of this study was to achieve a transferable result between different businesses. To reach that goal the researchers worked continuously to help each other not to dwell upon too branch specific details, and instead focus on the universal aspects possible to apply in any business. This was done through an open dialog between the researchers and a high acceptance for different views and continuous discussions. The iterative research process helped in this regard.

To keep the study transferable, some collected data was omitted from. This data concerned personal history of the interviewees and branch specific data about how the companies run their business. Financial data was also omitted due to the nature of the study being qualitative, and focused on the perception of benefits, and not the financial measure of the gain from societal engagement.

The focus of this study has been to find generic outcomes that can be true for any organisation. As discussed in 2.5.3 Limitations, the theories used for this study have been American or

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European and the cultural differences might make this study less transferable to for example Asian organisations. Due to the aim of this study of being transferable, this research did not investigate branch specific conditions that might affect the benefits from societal engagement. Organisations may change by seeing the benefits stated in this report, however, they may also need to have a long-term perspective to have a societal improvement project as the most attractive investment.

The fact that the interview answers were very similar, regardless the industry, make the empirical findings regarded as trustworthy. Since the analysis was made from the empirical findings and backed by theory, the outcomes of this study are regarded as trustworthy.

The choice to not keep the interviewees anonymous could be regarded as an ethical issue and impact the trustworthiness as important data may be untold. Even so, the outcomes are regarded trustworthy since the questions asked during interviews seldom concerned formal proceedings or processes. Since the focus lay in areas not part of the daily business and more of the personal perception and feelings, the answers were not regarded as potentially harming for the interviewees. To ensure this, all interviewees got to confirm the use of their words in the study through a validation of the interview outcomes. By doing so, all interviewees got the chance to agree to publication of their opinions. Furthermore, the choice of not making interviewees anonymous was made to increase the traceability, credibility and to give credit to the participants. If any one interviewee would request anonymity, all interviews within his or her company would be made anonymous to make it harder to distinguish personal answers. Thus, the possibility of giving comments that is not traceable to the interviewees was possible.

2.5.3 Limitations

The research only covers in-depth investigations of Framtiden Group, Volvo, and Preera. No other companies have been studied and thus the results are based on these three case companies, letting them represent their branches of industry and present characteristics of their respective industry. The companies are different in terms of size, industry, ownership, and more, and the findings common to all the three parties should be transferable to other companies as well. Although some cultural factors may be unique to the region, no transferability issues should arise within Sweden, and since the theory used is American and European, the results should be transferable within American and European societies as the difference in culture between these countries are relatively small.

By only looking at companies with their roots in Sweden and specifically the Gothenburg area might have an effect on the culture residing in these companies and might affect the views on social investments. Even so, the fact that Preera and Volvo operates at other geographical areas and create strategies for those sites implies that the results from this study can be generalised at least for companies based within the Gothenburg area.

The interviewees were mostly chosen through recommendations or contacts which can add bias to the general view of the organisations investigated. The initial contacts with Framtiden Group were given from First To Know, and the initial contacts at Preera and Volvo were made through former contacts of one of the researchers. With this potential bias in mind, the results have been analysed with assist of theories and by following methods described by Bryman & Bell (2011) in a general manner and through critical discussions between the researchers.

As described in 2.3.2.1 Interviews, the data collection focus lay in data concerning the social domain and any other data was omitted from the study. This was due to the wide scope of this study and the aim of presenting results transferable between businesses. The data that was omitted was either to industry specific or personal data that was irrelevant for the study. The decision of omitting of data was made by the researchers, but the evaluation of if the data

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should be omitted was made through discussions and with help of the research questions as guide for what was relevant for this particular study or not. The fact that data has been omitted, shows that there is data there that could be used in future research.

3 Theoretical framework

To guide the structure of this study, a number of definitions and models have been studied and generated that can be seen below. These will work as the base for all further parts within this report.

3.1 Definition of society, organisation, and organisation member

Based on initial discussions with First To Know, it became clear that companies must realise that they are part of society, and that their employees are the organisation. The development manager at Framtiden continues to show on the tight connections between society, its companies, and its individuals as well as the companies and its employees. This have been used as the base for this study's definition of society and its parties. Society is in Oxford Living Dictionaries (Oxford University Press, 2017) defined as:

“The aggregate of people living together in a more or less ordered community”

Quote 2: Definition of society in Oxford Living Dictionaries (Oxford University Press, 2017).

What this definition lacks in order to fulfil the broad meaning needed in this study is a wider-than-living together-description and a sufficient definition of how people can be ordered.

Nationalencyklopedin (2017) defines the connection between people in a society as social relationships stable over time. Nationalencyklopedin (2017) continues with that individuals in a society have a common culture and tradition and that the society live past the individuals. Nationalencyklopedin (2017) also states that society is territorially bound. Again, the geographic constraint here is too limiting for this study. However, Nationalencyklopedin's (2017) definition of society have one important statement that can be brought forward in this study:

*“In **individualistic** views on society, the society is viewed as something external; a background of possibilities and limitations for free individuals' activities. In **deterministic** views on society, the human is seen as completely shaped by the social; her values, goals, world view, and actions are products of socialising, internalising and control”*

Quote 3: Excerpt of Nationalencyklopedin's (2017) definition of society translated from Swedish.

This statement points out the different ways of viewing a society. In this study, a deterministic view on society will be used. From what have been established above, a new definition have been created by the authors of this study:

A society is a grouping of the societal entities; sub-societies, organisations, and individuals. The societal relationship dimensions are; environment, structure, culture, tradition, interaction, and economy. A society is defined by the point of view of any of the societal entities and in the domain of any number of the relationship dimensions.

Definition 1: This study's definition of society.

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As this study will look at society from an organisation's point of view, a definition of organisation also needs to be established:

An organisation is a grouping of individuals gathered for a cause. These individuals may be grouped in sub-organisations. The individuals belonging to an organisation is in the organisation's point of view called organisation members.

Definition 2: This study's definition of an organisation and organisation members.

Using the definition above, examples of organisations may be companies, interest clubs, NGOs, parliaments, company departments, and others.

By looking at society through any relationship dimension, all actions taken by a party within the society will affect the other parties indirect or direct. The definitions now defined gives us five statements that can be used to build the understanding of a society. These statements are also visualised in

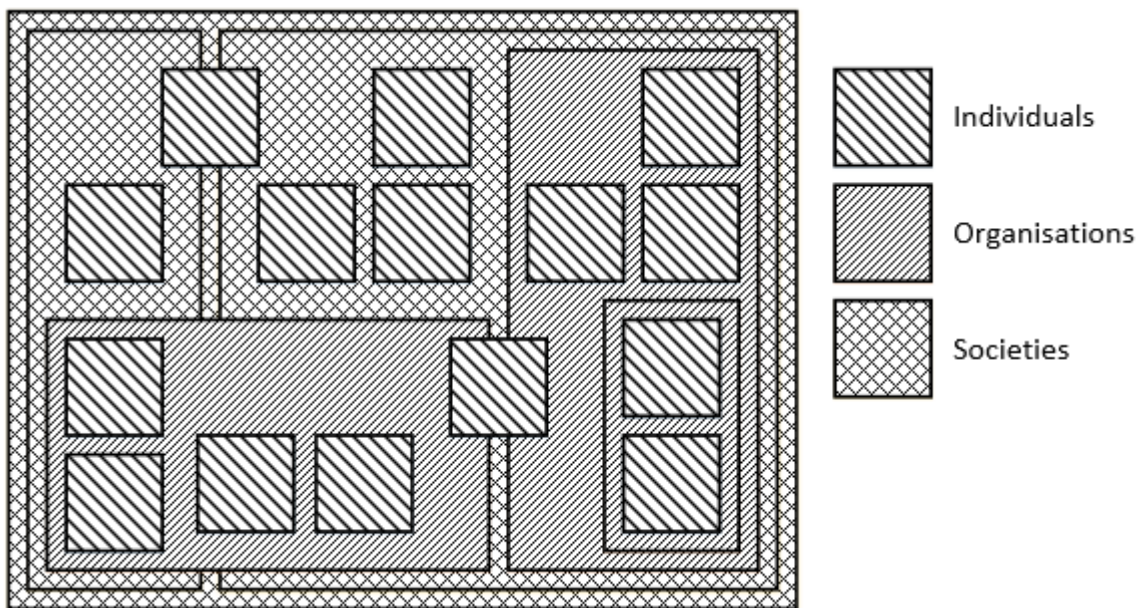


Figure 2.

- Organisations consists of individuals, and potentially also other organisations.
- Each individual, may be part of any number of organisations, and is part of at least one society.
- Each organisation is part of at least one society.
- Each society may or may not interact with other societies.
- All actions taken within a society, affect other parts of the same society.

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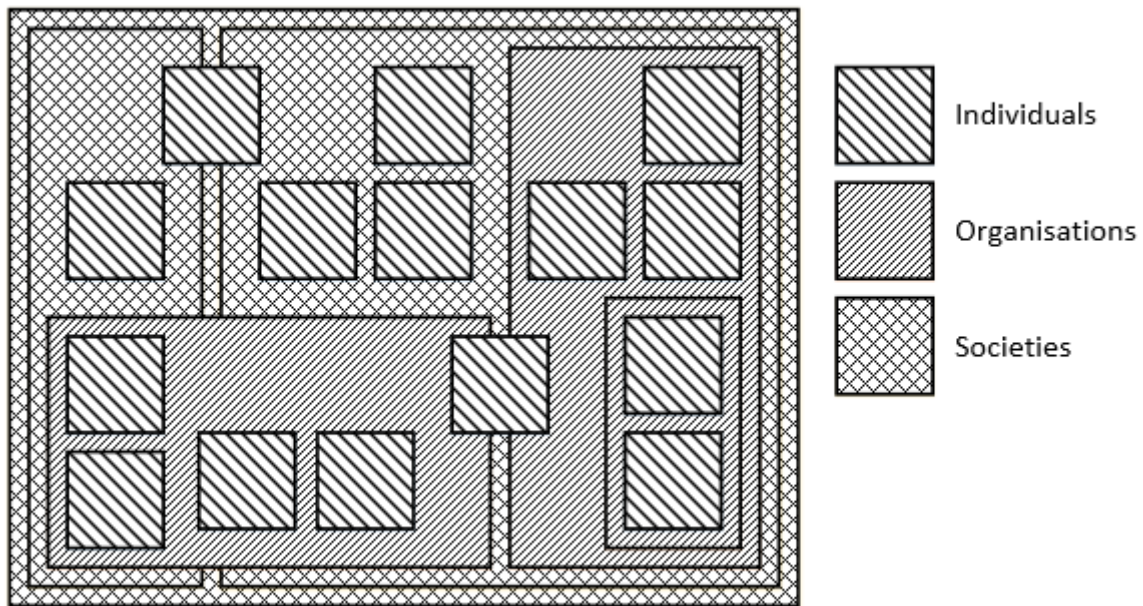


Figure 2: Visualisation of a society example.

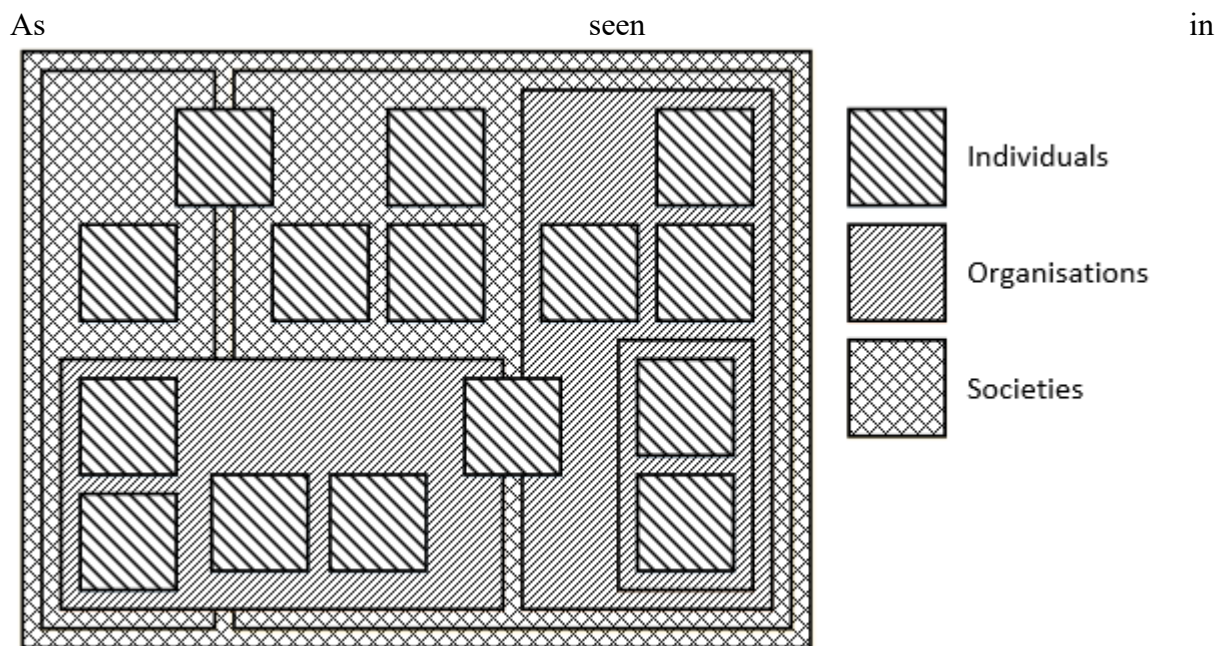


Figure 2, there can be many entities within each society. How these entities interact with each other is dependent on the relationship, but the relationship model shown in Figure 3 can support the view of what interactions that are possible. Firstly, one must realise that all relationships are double directional.

In the perspective from an organisation (party 1 in Figure 3) to an individual (party 2), the actions the organisation does (1a) that affect the individual, may have secondary effects (1b) on the organisation itself. In the same way, does actions taken by an individual (3a), e.g. sharing information relevant to the organisation, have effects on the organisation, but do also have effects back on the individual itself (3b). Furthermore, for each possible current state for any party, there are effects on the current state (2) of the other party. Important to note is that some effects may not have any impact on any party, creating zero value.

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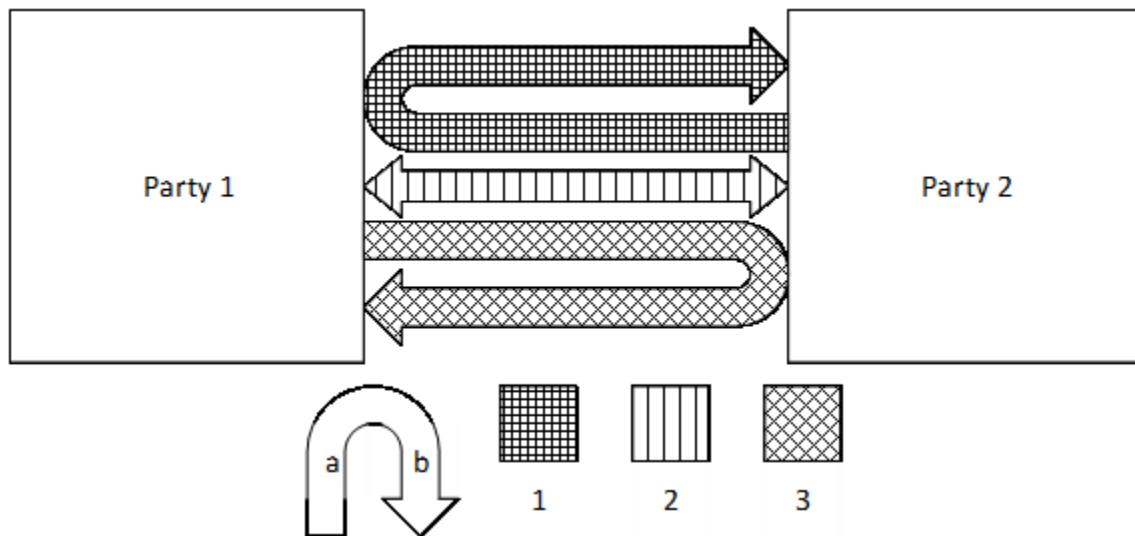


Figure 3: Detailed visualisation of a relationship in the Organisation, Organisation Member & Society-system.

3.2 Societal improvement

To widen the perspective of value created through investments within the social domain, new definitions of the different degrees of development must be developed.

3.2.1 Corporate Social Responsibility

It is often expected that companies restore any damage they have inflicted on society. CSR is the restoration of society that a company can do to reduce its harm on society. Through this, a sustainable society can be created. This study will use European Commission's definition of CSR from 2011 (2011:0681, European Commission, 2011). This definition declares CSR as the responsibility of companies to restore, not develop, social factors to the state as prior to any action taken by the company. The actions taken under the CSR will be defined as *CSR efforts*.

There are many companies that make money on their CSR efforts (Grankvist, 2009). In his book, Grankvist (2009) gives over 150 examples of how to work with CSR to earn money. Besides environmental sustainability in general, *engaging in the local vicinity*, *employing disabled people and immigrants*, *taking care of one's personnel*, and *live as one preaches* as key actions to gain economically from CSR.

According to Grankvist (2009), engaging in the local vicinity can give more back than it costs. Seeing the local possibilities instead of its disabilities will give a possibility to increase goodwill and presence in the vicinity (Grankvist, 2009). The advantage from employing people that usually stand far from the market is a better match with one's customers. Seeing the new recruit's disabilities as an opportunity gives good effects both for the organisation and society as well as the individuals involved. Taking care of one's personnel in the way of helping them to stay healthy physically and psychologically will give returns in a more alert personnel (Grankvist, 2009). Most important for success is, according to Grankvist (2009), to live as one preaches. The top management must go in the front and show everyone else that they live as they preach. Important to show the way, and not only talk about it.

3.2.2 Corporate social opportunity

Corporate social opportunity (CSO) is a concept explained by Grayson & Hodges (2006). It consist of a seven step model to turn CSR into something that is beneficial for the company. Grayson & Hodges (2006) state that CSR efforts today often is driven by the fear of getting bad publicity and become subject to governmental constraints due to e.g. poor labour conditions. They argue that this is a faulty approach as it makes management associate CSR

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with costs. Another criticism stated against how CSR efforts is conducted is that they are seen as *bolt-on* practices that does not fit with the rest of a company's strategy and operations. By seeing CSR as a growth opportunity rather than a must-have, and to integrate the CSR efforts with the rest of the organisation as *built-in* practices, new opportunities and benefits will arise (Grayson & Hodges, 2006).

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Grayson & Hodges (2006) list ten key characteristics of a CSO company:

- "1 The organisation aligns and articulates explicitly its purpose, vision and values consistent with responsible business practice. It is believed that a sense of shared ownership and commitment will be easier when purpose, vision and values are co-created by people throughout the organisation rather than being imposed from the top leadership.*
- 2 The leadership and senior management team fully believes in and lives those values and purpose—and demonstrably so.*
- 3 Purpose, vision and values are intensely and continuously communicated throughout the organisation and beyond.*
- 4 Purpose, vision and values are constantly reinforced through culture, processes and rewards. This includes their incorporation into: recruitment and induction; management and staff training; performance objectives; appraisal, reward and recognition structures; promotion considerations; procurement criteria and processes; due diligence procedures for assessing business partners.*
- 5 In addition, there are effective mechanisms for whistle-blowing on any 'values gaps'—that is, gaps between values espoused and values lived.*
- 6 There are effective tools and processes for scoping and then prioritising risks and opportunities associated with corporate social responsibility and a framework for deciding how to reach decisions and to check for consistency with corporate values.*
- 7 There are decision-making processes at the top of the organisation (in the board, board sub-committee and so on) for oversight and effective decision making throughout the organisation and there is a means of capturing and codifying knowledge to ensure continuous improvement.*
- 8 There are effective stakeholder engagement processes to seek proactively any corporate social opportunities and to build trust, openness and empathy, which encourage such opportunities to emerge.*
- 9 There is an ethical code governing relations with stakeholder partners to determine the fair share of risks and rewards (e.g. in relation to intellectual property rights) in exploiting corporate social opportunities and opportunities for entrepreneurialism and creativity — a set of opportunities that is widened by the spirit of openness and by the culture of enlightened curiosity.*
- 10 There is appropriate measurement and reporting of the company's performance as well as processes for rectifying gaps and learning from the emergence of gaps."*

Quote 4: Grayson & Hodges (2006, p. 7).

These ten characteristics should be the target for companies and allow them to become a CSO company (Grayson & Hodges, 2006).

3.2.3 Shared value

Porter & Kramer (2011) have in their article *Creating Shared Value* (CSV) taken the societal improvement one step further, by defining *shared value* as value created for society and companies.

“[...] shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates.”

Quote 5: Porter & Kramer's definition of shared value (2011, p. 66).

Porter & Kramer (2011) states three ways that shared value can be created in; *reconceiving products and markets*, *redefining productivity in the value chain*, and *building supportive industry clusters at the company's locations*.

Reconceiving products and markets refers to how a product is viewed upon. By connecting the market and the product, a more wholesome product can be created that is beneficial for more stakeholders, including customers, the company, and other parts of society (Porter & Kramer, 2011). To change this view on the product, Porter & Kramer (2011) state that, true innovation can be created and bigger benefits for society created.

The second way they say it can be done is by *redefining productivity in the value chain*. By this they mean to increase the scope of what each organisation considers to be their value chain. Porter & Kramer (2011) say that things that are considered to be externalities, often is affecting the business. One such example is the use of packaging. Although the final treatment of the packaging is handled by governments, an excessive use will come back to each company in terms of taxes or other fees. Another area touched upon is the suppliers. As more companies have been outsourcing operations to low cost areas, some have realised that it creates unsustainable supplier relations. By instead contracting smaller and local companies, the buyer can often support their growth and create a more sustainable partnership. Yet another factor mentioned, is employee productivity. By including the health of the employees into a company's responsibility, many benefits can be seen.

Building supportive industry clusters at the company's locations is according to Porter & Kramer (2011) important as the success of a company is affected by the supportive companies and infrastructure around it. By cooperating with companies with similar interests, common infrastructure can be built up, supporting the cluster's competitiveness toward other clusters. One such example that they mention is the IT industry in Silicon Valley. These clusters also include other parties such as educational institutions and trade organisations that support the development of the cluster further in terms of knowledge and potential customers. Without a working cluster, productivity will suffer. By intertwining more parties into a cluster, the sense of responsibility can increase as one will see the effects of problems in another cluster party more clearly, and in the long run the effects will also spread to the own organisation.

In their article from 2006, Porter & Kramer (2006) states that CSR should be part of all companies' strategies. By making decisions in the field of CSR that is aligned with the rest of the company's strategy, the ground for creating shared value is enabled. By moving from only restoring society, the company can instead develop society in a way that suits the company as well as the society.

3.3 Sverigestudien

Sverigestudien (Preera et al., 2016), is a pro bono project initiated and driven by Preera together with Volvo and Sveriges Kommuner och Landsting (SKL). It is a study of the Swedish people's

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values, where they get to describe their current and desired values in three levels; workplace, municipal, and national (Preera et al., 2016). The CEO of Preera states that Barrett Foundation do the measurement for Preera who then analyses and displays the results in the report, Sverigestudien. She also says that the study gives important knowledge to Preera's employees and that the results are useful in many projects. The results of Sverigestudien are meant to raise awareness of the Swedish peoples' values and the gap between the current and desired state, and thus be a basis for discussion around and about values, and why the results are as it is (Preera et al., 2016). Preera is also working for a values-driven society according to their CEO, thus making Sverigestudien aligned with their business and values.

Sweden is currently changing and it needs to be talked about. The latest Sverigestudien has showed that the Swedish people's values have become more shattered and that society is considered as insecure (Preera et al., 2016). Table 4 lists the values most present on the national, municipal, workplace, and personal level. The amount of potentially limiting values in a measurement is shown as an energy leakage, meaning that resources and energy is spent on unnecessary tasks.

Table 4: Result of Sverigestudien 2016 (Preera et al., 2016), translated from Swedish. Values marked with (-) are classified as *potentially limiting* and all other values are positive.

Current values and behaviour				
Rank	National level	Municipal level	Workplace level	Personal level
1	Insecurity the about future (-)	Bureaucracy (-)	Teamwork	Family
2	Unemployment (-)	Unemployment (-)	Cost hunt (-)	Humour/joy
3	Bureaucracy (-)	Diversity (-)	Responsibility	Honesty
4	Resource waste (-)	Environmental awareness	Humour/joy	Responsibility
5	Blaming each other (-)	Confusion (-)	Engagement	Takes responsibility
6	Short-term vision (-)	Resource waste (-)	Confusion (-)	Friendship
7	Violence and crime (-)	Short-term vision (-)	Result focused	Economic stability
8	Freedom of speech	Insecurity about the future (-)	Hierarchy (-)	Positive attitude
9	Conflict/aggression (-)	Cost hunt (-)	Quality	Compassion
10	Diversity	Preservation of the nature	Employee's health	Health
Energy leakage	47 percent	41 percent	23 percent	

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As seen in Table 4, employees value their family, humour/joy and honesty most, and at their workplace they desire teamwork, less cost hunting, and responsibility. The difference in what employees desire and what is present at their workplace is shown in Table 5.

Table 5: Table showing the values gap identified in Sverigestudien (Preera et al., 2016). Translated from Swedish.

Rank	Values	Current	Desired	Difference
1	Employee's health	195	537	342
2	Acknowledgement of employees	129	310	181
3	Work and home balance	169	345	176
4	Humour/joy	223	355	132
5	Open communication	101	233	132
6	Long term vision	70	194	124
7	Economic stability	157	274	117
8	Responsiveness/perceptiveness [translated from <i>lyhördhet</i> in Swedish]	76	188	112
9	Personal development	92	200	108
10	Respect	72	175	103

Table 5 shows that employee health is what most employees desire their employer to focus more on, followed by acknowledgement of the employees, and work and home balance.

3.4 The Golden Circle

The Golden Circle model by Sinek (2009) lifts the importance of knowing the purpose of the company in which one works, to feel fully committed to the work. A company's core business often has a why connected to the society around the company. By evaluating the *why* of a company, their current view on the relationship with society may be found, and be used to further build upon, to see the benefits of the relationship.

Simon Sinek (2009) has inspired a beginning paradigm shift in business where the long-term mission of a company becomes more important. Why it is that a company exists and what purpose it has in a larger context. When an organisation has grasped the reason why they exist, it creates a stronger foundation for future development and business. Sinek (2009) marked out several successful companies and how their belief and knowledge about their purpose has influenced their progress. The concept is visualised in Figure 4.

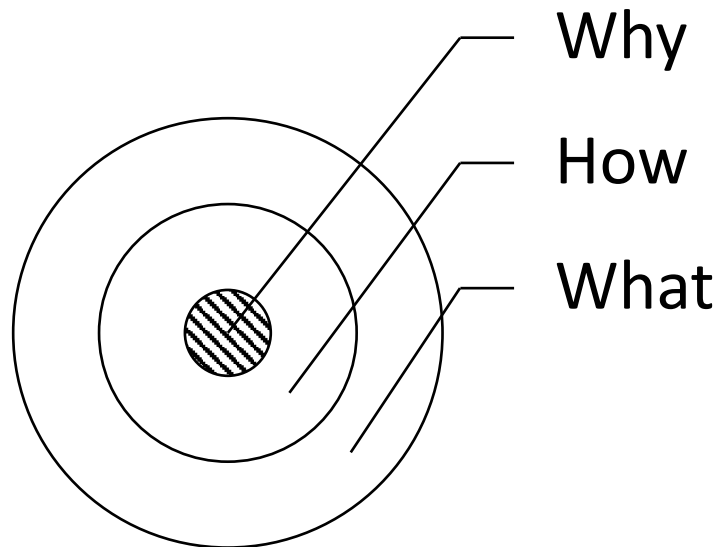


Figure 4: The Golden Circle, also known as “Why How What” model by Sinek (2009).

Sinek (2009) means that *What* a company does often is widely known within the organisation. What they do every day, the product or service that they produce and sell. The *How* is a bit more abstract and commonly known to be the leader’s responsibility (Sinek, 2009). But *Why* is often unclear even to leaders. Awareness of *Why* they produce this specific product and service often single out successful companies from the masses (Sinek, 2009).

Since Sinek published his model in 2009, there has happened a lot in this area. Achieving alignment of strategy and vision throughout the organisation has gained importance and awareness among scientists in the business field as well as among business leaders and employees.

3.5 Human capital

Edvinsson (2002) begins his book *Corporate Longitude* with describing different types of capital to consider when doing strategic work. Structural capital is according to Edvinsson (2002) what remains no matter the people present. The human capital is what can utilise the structural capital as a spring board to create intellectual capital.

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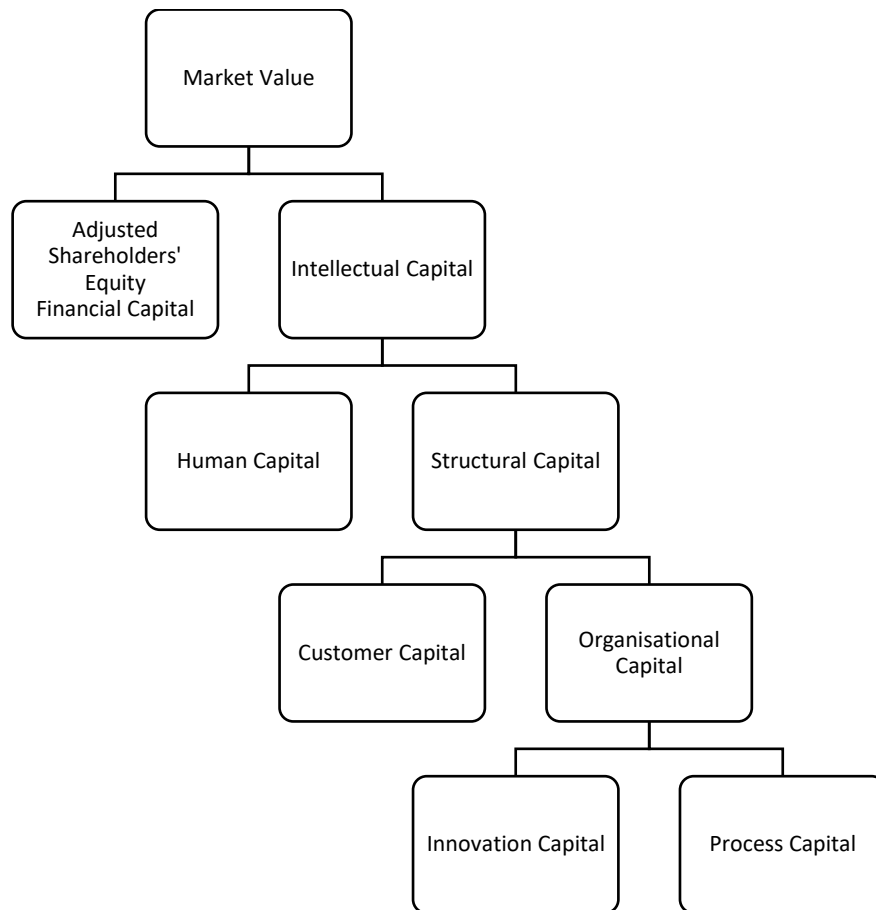


Figure 5: The Skandia intellectual capital navigator as presented by Edvinsson (2002, p. 99).

To allow for the human capital to utilise the structural capital, one must listen to the organisation members and their needs to develop the structural capital to fit the organisation members. Edvinsson (2002) exemplifies this need with comparing to a company's value. As the value of the company decreases, the value of the human capital will remain, i.e. the structural capital is dependent on the human capital to create value, but not the other way around. To connect the structural capital to the human capital, organisation leaders can let the organisation members specify what is needed in the structural capital in order for them to maximise the use of it.

Seeing the dependencies as laid out by Edvinsson (2002) enables management to plan their investments in the correct order. If investments are done in a field without having its subfields satisfied may reduce the impact of the investments.

3.6 Leadership for achieving a creative workforce

To enable creativity in one's employees, one must know what builds up creativity. According to Amabile (1998) it is *expertise*, *creative-thinking skills*, and *motivation*. Expertise is in her definition technical, procedural, and intellectual knowledge. Creative-thinking skills is the flexibility and imaginative level of how people approach a problem, i.e. thinking outside the box. Motivation refers to intrinsic motivation, something that can be created at a workplace. To achieve this creativity in employees, there are six things that leaders and management can do to support the process according to Amabile (1998).

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Managers need to *challenge* their employees with jobs that let the employees use their expertise and creative-thinking skills and that creates an intrinsic motivation. To do this is the most effective way to foster creativity.

Freedom lets the employees use their own means to be creative. Freedom do not necessarily mean an open outcome, but at least the freedom to reach the outcome by using own methods. Amabile (1998) also says that a stable goal is needed to work in a creative way as a moving target creates much unnecessary work towards an old target. With freedom, a challenge can be met in a way that utilises each employee's expertise individually and in the best way possible.

The amount of *resources*, more precisely time and money, given to a task can affect the creativity. Amabile (1998) says that time pressure in a challenge of great importance can be good for creativity. Intrinsic motivation can be created thanks to the more challenging task. Furthermore, Amabile (1998) explains many ways that a deadline can be set wrong. A flexible deadline or too tight can kill creativity by raising mistrust or overload respectively. A good deadline must allow for employees to explore the challenge to allow for creativity. In terms of budget given to a task, it need to be sufficient for the task to be completed. From this point, a tight budget can increase the creativity in the same way that time pressure works, and a higher budget may decrease creativity as it will not be needed to solve the task.

Work-group features refers to the composition of a group. A diverse group in terms of expertise and creative-thinking styles can be a catalyst for exciting and useful ideas. To make this happen, Amabile (1998) lists three other features that needs to be present, that also increase intrinsic motivation, expertise, and creative-thinking skills:

“[...] the members must share excitement over the team's goal
[...] members must display a willingness to help their teammates
[...] every member must recognize the unique knowledge and perspective
that other members bring [...]”

Quote 6: Amabile (1998, p. 83).

Amabile (1998) say that a homogenous team can have high morale and often seems good as few conflicts arise due to the common understanding and opinions. A homogenous team may however not have the best output and may not improve the other factors as much as a heterogenous team can do.

The *supervisory encouragement* is also important to foster creativity, and especially to keep it sustained. Employees can stay motivated towards a task for some time, but supervisors can make it sustain for a longer time. Amabile (1998) continues on the same topic of supervisor-employee communication, to be a role model and as a supervisor show what one encourages, can also foster the creativity.

Organisational support refers to the communication that encourages creativity. It should be clearly stated that creativity is wanted, and top management should also show it. Amabile (1998) says that also communication in general about creativity and creative solutions is helpful. That colleagues appreciate one's work is of high importance too when it comes to generating the will to be creative.

Once creativity is enabled and activated in a company, new and innovative ideas can arise in all areas of the company. These innovative ideas can then be leveraged into competitive advantage.

3.7 Hierarchies of Needs

A hierarchy of needs is a conceptualised view of human needs. By studying a hierarchy of needs, one can see drivers behind persons' visible engagement. Although the theories vary, some similarities can be found. Important not to forget is that much of the theory is based on situations in U.S.A. and around 50 years old or more.

3.7.1 Maslow's hierarchy of needs

In his book *Motivation and Personality* from 1954, Maslow discusses drivers of humans, their personality and initiates the idea of a hierarchy of needs (Maslow & Frager, 1987). The theory used in this study is the revised version from the third edition of this book. The hierarchy of needs is a theory developed based on Maslow's findings while studying human behaviour (Maslow & Frager, 1987). Important to understand when continuing reading this section is that the Maslow's theories commonly is taken out of context and thus misunderstood (Alänge, 2017; Dye, Mills, & Weatherbee, 2005), leading to much of the criticism being flawed. In order to fully understand the outcomes of this study, this section should be read carefully although a basic, and potentially incorrect, understanding of Maslow's theories are present.

The hierarchies of needs are consisting of *the basic need hierarchy* and *the basic cognitive needs* (Maslow & Frager, 1987). The normal hierarchies are shown in Figure 6 and Figure 7 below. From the normal hierarchies, the levels may be ordered differently depending on e.g. culture and should thus not be seen as a true image of every person (Maslow & Frager, 1987). It is also important to understand that lower levels don't have to be completely fulfilled before one strives for or reaches the higher level, the hierarchy is rather a view of how big the desire to fulfil an unsatisfied need is, the lower the need level, the higher the need (Maslow & Frager, 1987).

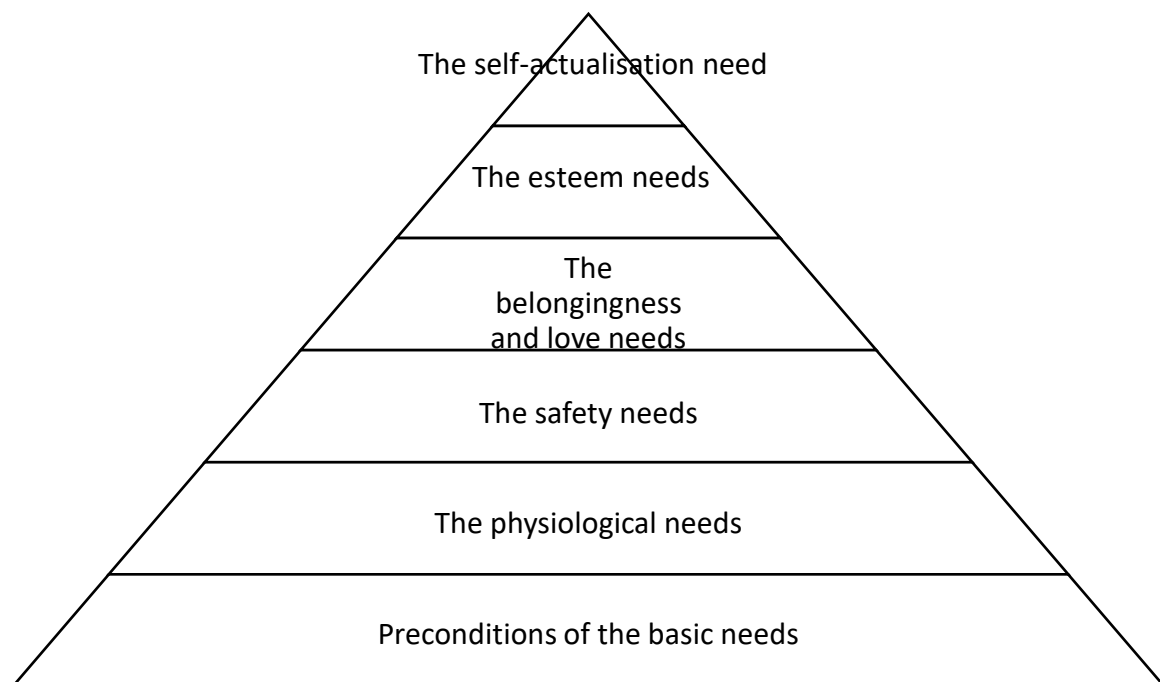


Figure 6: The basic need hierarchy

The highest of the needs, i.e. the least desired in an unsatisfied person, the self-actualisation need is based on Maslow's the self-actualisation need is based on Maslow's understanding that

*"What humans **can** be, they **must** be."*

Quote 7: Maslow (Maslow & Frager, 1987, p. 22).

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After the first publication of *Motivation and Personality* in 1954, Maslow reviewed his own work (Maslow & Frager, 1987). One of these reviews published after his death, indicated that an additional level in the hierarchy may be needed, the self-transcendence need (Koltko-Rivera, 2006). This level would mean that after succeeding in one's potentials, one would have a desire to connect to a bigger entity and work for the same levels in this bigger entity (Maslow & Frager, 1987). In the case of this study, this bigger entity could be society.

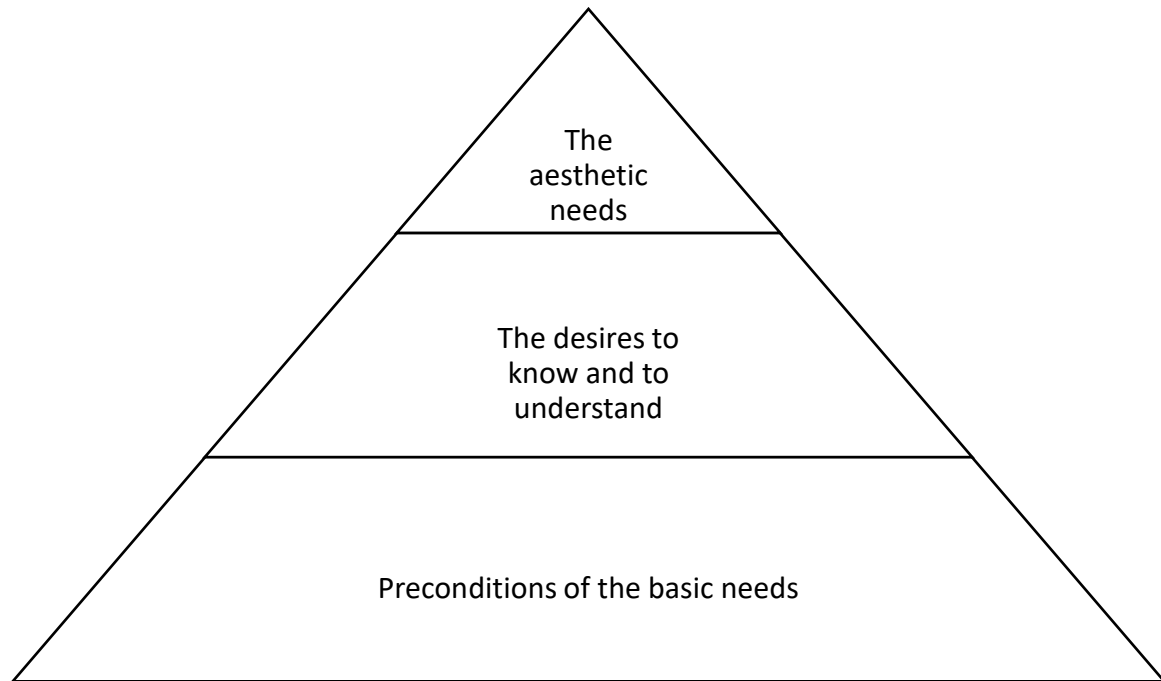


Figure 7: The basic cognitive needs

3.7.2 Alderfer's existence, relatedness, and growth theory

As a response to previous theories, using existing criticism and own reasoning, Alderfer is developed a new hierarchy of needs, consisting of the levels existence, relatedness and growth (E.R.G.) (Alderfer, 1969). Existence needs are needs that a person must satisfy and is characterised by not being shareable i.e. the satisfier can only be consumed once. Relatedness needs are those needs that gets fulfilled by relationships and interaction. The relatedness satisfiers are shareable and often mutually benefitting the parties. The growth needs include the need for contributing to oneself or the surroundings. In the article *An Empirical Test of a New Theory of Human Needs* (1969), Alderfer defines seven propositions as follows:

“P1. The less existence needs are satisfied, the more they will be desired.

P2. The less relatedness needs are satisfied, the more existence needs will be desired.

P3. The more existence needs are satisfied, the more relatedness needs will be desired.

P4. The less relatedness needs are satisfied, the more they will be desired.

P5. The less growth needs are satisfied, the more relatedness needs will be desired.

P6. The more relatedness needs are satisfied, the more growth needs will be desired.

P7. The more growth needs are satisfied, the more they will be desired.”

Quote 8: Alderfer's major propositions in his E.R.G. theory (1969, p. 148).

Among the seven propositions, P7 is a rather unique one. P7 states that the more one satisfies one's growth needs, the more it will be desired, and as growth needs will be desired when relatedness needs are satisfied, there will be a need for natural movement to achieving growth when individuals develop.

3.7.3 The Values-driven Organisation Richard Barrett's values model

Richard Barrett's studies build on values and the possibility to analyse an organisation's wellbeing from value assessments. Values should not be confused with beliefs. Beliefs are contextual and values are always there (Barrett, 2014). An example is honesty. Honesty is believed to be different things in different contexts; not tell secrets forward, keeping one's word, not steal etc. But still there is honesty among thieves and frauds. (Barrett, 2014) describes values as:

“Values are the energetic drivers of our aspirations and intentions.”

Definition 3:Barret Values Centre's (n.d.) definition of values.

There are positive and potentially limiting values. Positive values promote internal cohesion and personal growth whereas potentially limiting values hold back development. Barrett's Value Centre have distinguished both personal and organisational values.

3.7.3.1 The Seven level model

To analyse them (Barrett, 2014) have developed the Seven levels model from Maslow's hierarchy of needs. Apart from *survival*, *relationship* and *self-esteem* needs it include the upper stages; *transformation*, *internal cohesion*, *making a difference* and *service*. Barrett's studies have shown that a person feels most satisfied when having reached the sense of service. Serving

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is described as the sense of leaving a legacy that will serve coming generations, making a difference can in short be described as that one's contribution is of value for others. Internal cohesion is described as finding meaning in one's existence and Transformation as letting go of fears and have courage to develop and grow. In Figure 8, the levels of consciousness of one's level of needs and their corresponding stages of development.

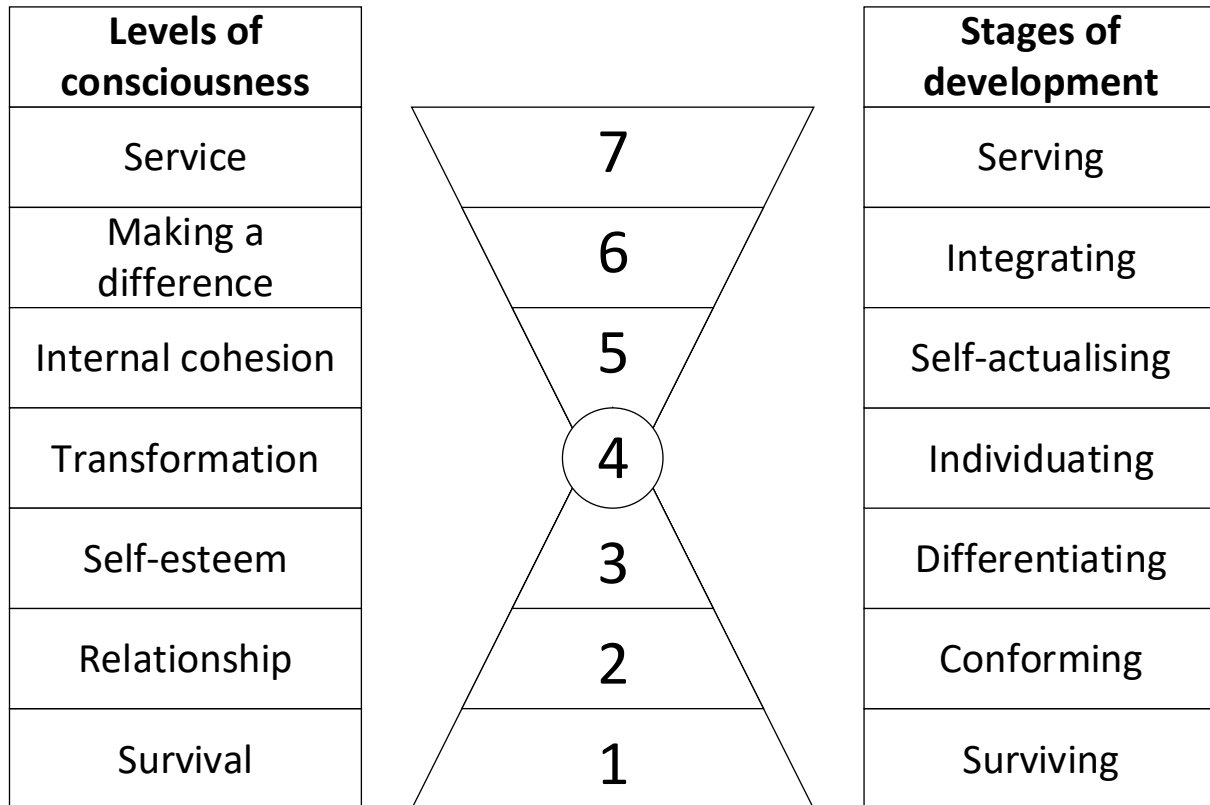


Figure 8: The Seven levels model. Levels of Consciousness and Stages of Development (Barret Values Centre, n.d.)

3.7.3.2 Value assessment of personal and organisational values

Values can both be positive and potentially limiting. Examples of positive personal values are According to (Barrett, 2014), one has reached personal mastery when one has let go of potentially limiting values.

Internal cohesion and personal growth is promoted by positive values. Decisions based on positive values enable bonding and build connections, loyalty, and trust. The decisions we take are based on personal positive values and makes one feel comfortable in one's physical and social environment.

A value assessment of an employee's organisational values illuminates the entropy between current values and desired values in the organisation. When this assessment is done for an organisation it provides a good indication of the gap between the employees current and desired organisation and enables for decision makers and the whole organisation to work with the right cultural issues. A cohesive value assessment within an organisation provides a more flexible and agile organisation. If the personal and organisational values are aligned, the need for control decreases and the motivation to reach the vision of the company lies close to the personal values (Barret Values Centre, n.d.).

3.7.3.3 Organisational democracy

People of today want I a larger extent then might have been present in history, work for an organisation that they can feel proud of, organisations that are ethical and do good in the eyes

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of society . People of today want to be accountable and responsible for their own lives and work in organisations that promote equality, openness, and transparency. To become a successful organisation today craves another type of leadership, structures and a larger understanding of the organisational culture and its effects.

“The most successful organisations in the twenty first century, are those that align their structures, policies, procedures and incentives with the employee's needs.”

Quote 9: Barret (2014, p. 167).

The success of these companies is that they are responsive to the employees' feelings and work to align the company's vision to match the values and feelings of the employees. To achieve organisational democracy where the organisation can trust fully on the employees' freedom, equality, fairness, accountability, openness, transparency, and trust needs to be achieved.

3.8 Motivation

According to Maslow (Maslow & Frager, 1987) and Alderfer (1969), motivation is the inner drive to satisfy an unsatisfied need. The greater a need is, the stronger the motivation becomes to reach it.

The human mind is complex and not always easy for even one self to understand how and why some things or actions gives one more self-actualisation or fulfils the aesthetic needs. What motivates a person to reach a new level in the hierarchy of needs is individual for every person and often not consciously understood.

3.8.1 Friberg's Motivational categories

Motivation is a broad area, and is perceived individually. Friberg (1975), categorises motivation into four main categories in order to differentiate the incentives that motivate a person. These are *Coercive force*, *Material incentive*, *Normative incentive*, and *Inherent incentive*, and are pictured in Figure 9.

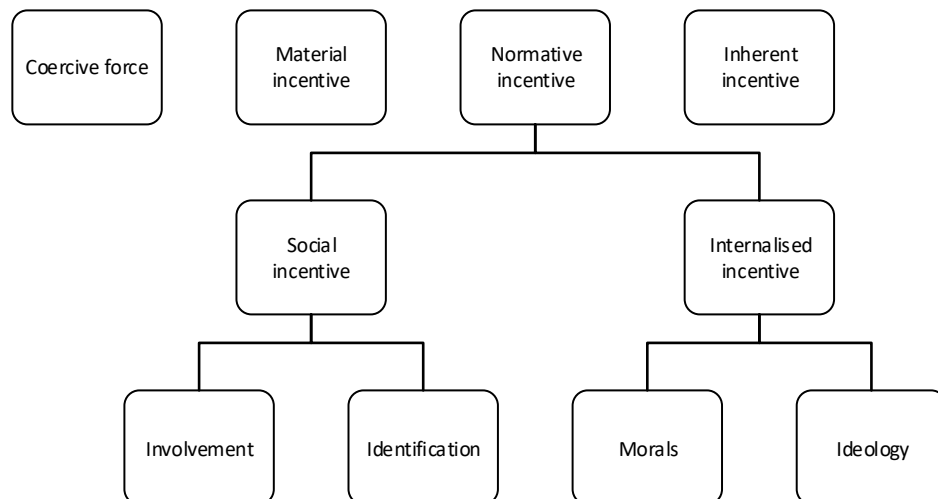


Figure 9: Motivational incentive categories (Friberg, 1975).

The coercive force is normally a limiting sort of motivation. The motivation to reach basic needs in Maslow's hierarchy of needs.

The nature of what incentivises us is complex. When a goal is set, and works as an incentive, other actions connected to this incentive becomes an incentive as well. Theses chains off incentive are shifting depending on the surroundings and how the person is interpreting the

reach of the goal, and the actions related to achieving the goal. When an action, previously not and incentive, is understood as a possible spring board to reach a desired goal, that action might become in itself an incentive.

There is a need to distinguish between the individual and the organisational view of incentive and goal fulfilment. The individual view of incentive is those that influence the fulfilment of the own single activity. Whereas the organisational view is the combined and collective goal fulfilment of a group, for which the incentives can differ and incentives chains related to the other participants and the sense of belonging to the group plays in.

3.8.2 Driving forces

The most usual use of motivation in the business world systems today is "Whip" or "Carrot", and according to Pink (Pink & Erséus, 2010) this is a failed system if the intention is to achieved a long-term motivation to a task or a job. Pink (Pink & Erséus, 2010) means that the inner driving force is creativity, and that allowance to be creative leads to higher performance.

There have been made studies of school children's motivation to draw paintings. The first group was told that if they drew a painting they would get a reward. The second group where only asked to draw paintings and sometimes got an unknown reward afterwards, and the third group where just asked to draw paintings and did newer receive a reward. Over time, the motivation and creativity in the first group went down. The second and third group did not show any diminish of motivation and creativity in their paintings regardless of if they got a reward afterwards or not. Pink (Pink & Erséus, 2010) lifts the meaning of these results and show to tests done with grownups at workplaces with similar results, that the carrot does not have a positive effect on motivation, and most importantly, can be destructive to creativity. When the children in group one began to paint mainly to get their reward their creativity diminished and they became reluctant to paint without getting rewards. Transferred to a work place, this means that companies that use wages as main motivation tool will get a less motivated and creative workforce. They will work for the wages only and not for the task or job in itself.

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The empirical findings have been collected through 15 interviews from various hierarchical levels and areas of responsibility and expertise within Framtiden Group, Preera and Volvo. First, the interview findings are presented divided by company, and then findings from the workshop is shown in chapter 4.6 Reflections and results from the Workshop for creating shared value between organisation members and society.

This study researches the shared value of companies' organisation members and their efforts in developing society, and thus, the results from the interviews will be displayed in a bottom-up order for each company. This will give the reader a direct reflection of how well aligned the employees' perception are with the companies' strategy for societal engagement, as well as how aware the leadership is of the employees' values and thoughts of societal engagement and the benefits for them.

4.1 Framtiden

During the 1990's, the housing industry was in crisis, and as with many other companies, the municipal housing companies outsourced much of its operations in order to stay agile (Hartmann, 2017). However, during recent years many of these operations have been operated by the own organisation once again with the motivation to create closer customer relations (Hartmann, 2017). One example is the cleaning of common areas in the properties, this is concerning direct financial impact better to outsource, but as some companies' value customer relations higher, also this service has been brought back into the own company (Hartmann, 2017).

Framtiden have since the summer 2016 changed much of its leadership and initiated new projects aimed at increasing their societal engagement and to create a coherent strategy throughout the Framtiden Group (Osbeck, 2017). In accordance with this strategy, an organisation change is happening where shared functions are moved from the daughter companies up to Framtiden in order to in the future maintain a unified strategy between the companies in certain areas (Hartmann, 2017).

Förvaltnings AB Framtiden is the mother company of the public housing companies. Framtiden have recently been moving from being an administrative support function to developing the group strategically (Johansson, 2017c). With this new structure, a new management team have been appointed and the company have moved to new offices. The projects of Framtiden is directed at its employees, rentees, and other parts of society.

Framtiden has a broad view on society and societal improvement (Johansson, 2017c), originating from the fact that they are seeing themselves as a part of the society with a responsibility to improve it (Johansson, 2017b).

The remainder of this section covers the findings from the two interviews held at Framtiden. The interviews can be seen in Table 6 below.

Table 6: Interviewees from Framtiden Group.

Interviewees at Framtiden	Title
Tobias Johansson	Social Development Manager
Bo Strandberg	Social Project Leader

4.1.1 Bo Strandberg, Development Project Leader

Bo Strandberg (2017) is working at Framtiden with a specific project, a program that aims at integrating people that currently are socially far away from the society, into society. This is

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done by, in cooperation with the Swedish Migration Agency, selecting a number of persons that may need the support and have the possibilities to complete the program. The program then continues by giving courses on the Swedish language, internships that prepare for a career in the industry of built environment. After the completed program, the participants get employed by one of the partner companies. To the companies involved, the program gives opportunities to shape their own labour market and to secure the future demand on eligible workforce.

To Strandberg, to work with helping the ones that are the furthest out in society is great, as it raises the lower bar of life quality. It also gives him a sense of fulfilment as it feels right to help others.

On the question, why Framtiden should run this kind of projects, Strandberg motivates it with that it takes too long time if run through the normal process of the Swedish Migration Agency and Arbetsförmedlingen (the Swedish public employment service). As there is a projected need of the work force in the industry, Framtiden rather take action than wait and have the risk of not having enough employees in the future, or having a work force shaped to fit another company.

4.1.2 Tobias Johansson, Social Development Manager

Tobias Johansson began working within the Framtiden Group as a facility manager at Familjebostäder. Now he works as social development manager in the central organisation after several years of different positions within Framtiden Group.

For Johansson, the motivation lies in helping others and see that he does something good for others. He has initiated several new ideas and projects and managed to turn trends of the areas he has worked in, from bad customer satisfaction to best in the company. Johansson's competitive mind has made him see the challenges as opportunities. Johansson means that many companies today do great efforts in the field of CSR. These CSR-initiatives however, is often not directed at creating value for the stakeholders per se, but rather for other groups or entire societies, where primary stakeholders may or may not be present. The reasons for this is partly to gain positive goodwill, but in some few cases also as providing new opportunities and experiences for the employees.

According to Johansson, investments made in the social domain are often valued only in terms of the direct value gained from that effort for the investor itself. There is much to be gained by broadening the perspective of value adding actions to involve the society as a stakeholder and creating shared value between society and businesses. Furthermore, Johansson also states that if the CSR efforts are made in the society of the organisation members, they do benefit on a personal level and might get a better view of the own company. By also seeing the organisation members as the knowledge bearers in an organisation, and not the organisation itself, it becomes clear that satisfied organisation members are desired to keep the organisation healthy and knowledgeable. Achieving this kind of clarity demands a well committed leadership, and thus the internal management for achieving an aligned understanding within these organisations needs to be studied urges Johansson.

Johansson is currently working on a possible new concept for the employees within the Framtiden Group, Social Hours, instead of fitness-hours. Since Framtiden looks for employees that have a genuine engagement in society and believes that societal engagement contributes to one's well-being, this could be a good solution. Fitness-hours are anyway only used by those that would work out even if they did not get support for it from the company, according to Johansson.

4.2 Familjebostäder

Familjebostäder i Göteborg AB is a company with housing spread throughout Gothenburg. They have a central office in Göteborg's city centre with management and administrative functions. The districts have their own regional manager, who in turn have several facility managers, real estate engineers, and other functions (Möller, 2017; Osbeck, 2017; Wikander, 2017).

The mission of Familjebostäder is stated as:

“We create good life environment. Together with even more Gothenburg inhabitants.”

Quote 10: The mission of Familjebostäder, translated from Swedish (Familjebostäder i Göteborg AB, n.d.).

The operations of Familjebostäder is spread throughout the city of Gothenburg, and the company's head quarter is placed in the city centre.

Familjebostäder works much with developing the employees through different courses (Hartmann, 2017). There are in the company no clear strategy on how to spread the vision, however there are efforts made to make everyone understand that they build society rather than maintaining apartments.

One important part of how Familjebostäder works is that they not only maintain the indoor spaces and the buildings, but also the outdoor environment in order to create a better living environment. This also means that they improve the environment for more people than their own renters . To raise the attractiveness of the entire area will increase the property value, something that is part of Familjebostäder's focus, rather than raising the rents (Osbeck, 2017).

Familjebostäder face challenges all the time, many of which are related to the socioeconomic issues in some of the areas where they operate . Other challenges include big projects such as renovations where tenants need to be relocated or how to handle the buildings that won't be renovated yet. In addition to the challenges there are also a risk of crises related to the well-being of renters. Employees that come in contact with something that makes them feel bad in any way gets to go through an internal process of handling the issue.

The following text in this section covers the interview outcomes from the interviews seen in Table 7 below.

Table 7: Interviewees at Familjebostäder.

Interviewees at Familjebostäder	Title
Per-Henrik Hartman	CEO
Magnus Möller	Regional Manager
Björn Osbeck	Regional Facility Engineer
Susanne Wikander	Facility Manager

4.2.1 Susanne Wikander, Facility Manager

Susanne Wikander (2017) is a facility manager in the area Gärdsås and have worked for the public housing companies for 30 years. She started as a part time facility cleaner in Eriksbo, but when the chance was given to work elsewhere, she took it to avoid working and living in the same place as it for the renters can be hard to distinguish free time and work.

To Wikander, the customer interaction is one of the most important and most satisfying parts of work. The contact with customers not only means direct feedback, but also creates a better understanding of what should be done to satisfy the customer also in the future. The feedback is also of importance when it comes to personal fulfilment as the possibility to help people is

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what makes Wikander enjoy the work the most. That customers like her is what makes her most proud of the work she does.

Although the work is satisfying, she says that problematic situations may come up that require external support, like psychiatrist or similar. For this there is a process that takes care of those in need. However, Wikander is clear with that it is everyone's responsibility to state when this support is needed, but the company's responsibility to provide the support.

One such possibility where Familjebostäder Gärdsås works is integration. By teaching how to take care of the apartments as well as how to interact in the Swedish society, Familjebostäder prevents much fire-fighting and misunderstandings. For these life-improving efforts, Wikander thinks that inhabitants in Bergsjön is more grateful and pays more respect to people working in the area relative to the areas such as Majorna where people in average have a higher education. The respect comes from the fact that everyone is treated the same, Wikander says. Of what is done, the efforts to create a better life for children is what is the most important. An example of this is that Familjebostäder is lending their facilities to organisations that help the inhabitants.

Wikander thinks that the employees of Framtiden should visit areas such as Bergsjön in order to understand the challenges that exist there as well as the engagement that originates from the employees and tap in to their knowledge. In the same way Wikander would be interested in meeting other daughter companies to see how problems are solved.

For services close to the customers, Wikander thinks that it is better to have own staff for different tasks rather than renting from suppliers, in order to not get distanced from the customers. Like cleaning or other regular facility maintenance.

According to Wikander, the results of a workday can easily affect others. An outspoken unsatisfied customer can even have influence on the own mood at home.

On communication, to get in touch with the rentees, Wikander rates the channels, from good to bad, as; face to face conversations, screens in the entrances, paper mail and finally entrance boards.

When covering ways of working, Wikander says that:

“Freedom is good as it makes people self-maintained and makes them take initiatives.”

Quote 11: Wikander (2017).

4.2.2 Björn Osbeck, Regional Facility Engineer

Björn Osbeck (2017) is a regional facility manager at Familjebostäder. According to Osbeck, a benefit of working in a public company is that all that is done don't have to be measured in money, but rather in development. Furthermore, Osbeck thinks that it makes it feel good to work for Familjebostäder as he knows that the company improves lives for people.

Personal traits that are important when working in Familjebostäder is according to Osbeck creativity and a will to learn. Creativity can be attracted by having a creative workplace, which in turn makes a good brand and attracts more creative people. This creates a positive helix effect where the company profits in the end. The employees themselves will then also spread the brand as a good workplace creates pride and makes people stay longer in the company. An example of this is that people often use the company jacket when going to the shop.

“What is expected of an employee often is the most boring things. To instead being able to go outside the box is what makes work lust driven.”

Quote 12: Osbeck (2017).

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Important to do in order to gain success is to talk with the customers after projects to get feedback, develop the customer relations and develop the company. Company development can according to Osbeck be done through idea groups and competition with neighbour areas.

That Familjebostäder also improves the outdoor environment is good in an additional perspective according to Osbeck, as it creates more movement in the area and generates more feeling of safety among the inhabitants.

4.2.3 Magnus Möller, Regional Manager

Magnus Möller (2017) is regional manager at Familjebostäder region Hisingen since November 2016. In his work, as regional manager he manages staff and a budget that gets distributed downward in the organisation.

In his free time, Möller is a board member of a housing cooperative and used to play an active role in a cooperative kindergarten. These positions have not given Möller any specific knowledge, but the involvement itself have been useful thanks to the social experience gained. He continues with that if all employees had similar involvements outside of work, they could gain similar experiences. To be able to be engaged at work he sees as positive as it is less demanding when doing it as a group and with more support. Engagement stories are spread to the own local newspaper Kvarternsnytt (Swedish. Translates to block/neighbourhood news).

When covering the scope of engagements, Möller states that it is more important to do something, whether it'd be to a single individual, than nothing. Engagement outside work is shared to different degree depending on person. The organisation is providing intermediate housing for asylum applicants for two weeks at the time of the interview. This intermediate housing is administered by Fastighetskontoret (real estate office) in Gothenburg city as they have better knowledge in areas related to this kind of operations. Möller says that Familjebostäder may have a negative profit on this project, the experiences they can gather will be beneficial for the organisation.

To increase the engagement in the own living area of the renters, Familjebostäder organises local meet-ups with employees and renters. The cleaning days is according to Möller, an effective way to make the renters feel ownership and inclusion of the development of the area. Barbecues are also organised to increase the level of communication and trust between renters, and between renters and employees. Familjebostäder have taken responsibility in engage people, but in the region, there is also a self-maintenance committee which then have this responsibility themselves. However, the problem of too little engagement persists also there. In many constellations where renters are involved, it is the same people that are involved in all due to the difficulties in engaging new people.

Some renters are also engaged in a renter interest organisation acting as both a collaborating and opposing group to Familjebostäder. Möller considers the development that this relationship incurs is of benefit making the relationship beneficial. One reason for this is that the renters take bigger care of their own living situation.

To contribute to society is something that Möller considers to be satisfying, and he hopes to be able to spread that feeling in the future. Furthermore, Möller believes that a good leader allows for freedom in order to foster creativity among employees.

Möller considers working for a public housing company as good due to a number of reasons; the mission makes the work more fulfilling, the work is more about creating a good society rather than just renting out apartments and the responsibility together with the support that a big company can offer. Möller also states that the long-term goals of the public housing companies make it easier to work proactively and avoid fire-fighting. To have this long-term perspective requires money, motivation, and endurance according to Möller. Short-term goals

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may however appear when changing leadership in order to shape the organisation to their own professional needs. The long-term vision is not very visible according to Möller. He continues stating that if it would be visible, all would see the common goal and be able to work better together.

Möller also says that the knowledge of this process can make employees gain a feeling of safety, something that helps when working close with people. How open people are when it comes to sharing experiences differ from person to person, but the corporate culture allows for sharing. The state of society is affecting Familjebostäder Hisingen according to Möller. An unsafe society is affecting the organisation negatively and is something that occurs quite often. Also, the well-being of the renters can affect the employees.

On idea generation, initiatives may come from anyone, Möller says. This includes employees, management, customers, the city council or its committees and citizens of Göteborg. He admits that ideas from instances with more power and resources, such as the city council, may be easier to implement. From other instances the ideas is only taken further if the receiver of the idea, in every link of the chain, see the idea as plausible.

In the area of communication, Möller hosts workplace meetings where he shares what's important and where other things also can be shared. Here he says it is often hard to keep time as many employees want to share things. Other than these meetings, the common breakfasts are a key place for sharing.

4.2.4 Per-Henrik Hartmann, CEO

Per-Henrik Hartmann (2017) is the current CEO of Familjebostäder. He has studied law at Göteborg Business School, and have professional background in the private real estate company Wallenstam, the public Uddevallahem from the municipality of Uddevalla and from Bostadsbolaget, daughter company in Framtiden. He has been working for Familjebostäder since 2012. He doesn't believe there is a significant difference between private and public companies. For public housing companies, there are however a bigger focus on society in terms of the social goal of improving society, the values of the organisation and the local presence. The local success however is often based on the leadership in each area. He also says that the public sector is more regulated, but is more value driven.

According to Hartmann, societal engagement in Familjebostäder is to take an active role in the improvement of the Gothenburg society. The societal improvement projects that Familjebostäder runs, is mainly housing focused, but in contexts that create good environments.

"We create community."

Quote 13: Hartmann (2017).

What Hartmann is the proudest of is the efforts that improve life for children and young people as he believes that a good start in life enables the rest of it to become better.

Outside work, Hartmann is engaged in several societal efforts. His family is hosting an immigrant boy and Hartmann is an active member in a closed society where he can discuss work matters as well as other topics. He says that the private engagement brings social and personal fulfilment and new knowledges. It also creates value for work, as one gets better and new insights through discussions. Private engagements also have a business gain as it makes employees happier and thus healthier leading to less sick leaves. He says that sharing these engagement is important as it brings non-work-related discussions to work and creates a sense of community. When communicating personal engagements through official channels however, one must be careful as it can be hard to draw the line of what is allowed and what is not.

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“Engagements done through work is also giving the company positive branding. The easiest way to get people engaged, is by leading through engagements.”

Quote 14: Hartmann (2017).

According to Hartmann, the mission of Familjebostäder is very well fulfilled in some areas, and less in other. This is dependent on the socioeconomic situation in the area and on what kind of buildings that are in the area.

When it comes to starting new projects that involve the rentees, Hartmann says it is important to let the rentees drive the project, as that is the only sustainable way it can be run in the future. To not drive projects themselves as a company, also avoids creating parallel engagements to the rentees.

On leadership and culture, Hartmann says that a culture cannot be created from structure, but the structure can support a certain culture. Culture is created by engaged people, and can be encouraged by the leader by showing by example. As a leader, Hartmann continues, one gives orders top-down in the organisation, but one must take the ideas bottom-up, otherwise they won't be embraced by employees. In the case of a formal idea box, it must work very good, otherwise it can be harmful as employees can feel their ideas being neglected. However, ideas are often optimised for the area where they are made, and should thus stay in that area. It is also there Hartmann says that people can become co-responsible to make the idea happen.

4.3 Gårdstensbostäder

Gårdstensbostäder is a very local company in Framtiden Group. They have a focus on making Gårdsten a better place, and in its mission, job creation is included. To achieve this, they have had the possibility to try new things and include more factors into their mission. They offer multiple opportunities for the inhabitants of Gårdsten, including summer excursions, internships, education, and entrepreneurship. Gårdstensbostäder is also involving the inhabitants a lot in the development of the area, through previously mentioned opportunities, through communication, and through the permanent board positions filled by rentees. Gårdsten as an area have developed much since Gårdstensbostäder bought many houses in the area in the end of the 1990's. The crime rate has dropped, the number of empty apartment have dropped to zero, the number of companies have increased, and the value of the properties have increased. As a result of this development, Gårdstensbostäder have been made as example in multiple places around the world, houses many company visits each year, and have won multiple awards; including the World Habitat Awards in 2005 for the Solhus (Swedish for "solar house") project.

There have been great efforts done in Gårdsten to make the inhabitants involved in the improvement of the area and the improvement efforts itself. To make renters involved, Gårdstensbostäder is, among other things, standing in the local shopping centre once a week. The employees didn't expect much input, but had to extend the hours due to the big interest. However, to involve renters in the projects proposed may be hard in many cases, due to cultural factors where certain cultures value the own family's private life much more than the good of others.

The company is having a small communication and power distance and work heavily on teamwork internally using teambuilding courses (Pirosanto & Nazzal, 2017).

Table 8 below shows the interviewees from Gårdstensbostäder. The findings are covered below.

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Table 8: Interviewees at Gårdstensbostäder.

Interviewees at Gårdstensbostäder	Title
Michael Pirosanto	CEO
Salma Nazzal	Social Project Leader
Anki Caspersson	Communicator

4.3.1 Anki Caspersson, Communicator

Anki Caspersson (2017) is employed within information and market on Gårdstensbostäder since year 2000, although she now works more as what can be seen as a communicator with wider responsibilities. She has a background as a marketer. Her tasks include internal and external communication.

On the fact that people working in and with Gårdstensbostäder should be engaged and have a drive to make Gårdsten a better place, Caspersson agrees. She also states that she has a “humanitarian vein”, something that she thinks is good for doing the work at Gårdstensbostäder the right way and something that also makes the work enjoyable.

The engagement present among the employees of Gårdstensbostäder are, according to Caspersson, kept thanks to the short decision paths and the small power and communication distance to the CEO. The employees are also allowed to work individually with much freedom and responsibility, something that adds to the engagement. The freedom in what cooperation partnerships that can be made with external parties are however limited, due to the restrictions that apply to Gårdstensbostäder as a public company. Caspersson says that engagement is kept thanks to the mandate to control one’s own situation and work. The engagement is hard to measure, Caspersson continues, but one can feel the high level of engagement when meeting people.

Part of the energy that the employees possess comes from the fact that one clearly can see the changes that have been made to the area. For the new employees this can be harder, Caspersson says. To show new employees that changes are possible and have been made, stories of how Gårdsten used to look like is shared.

Although working in a socioeconomically troubled area such as Gårdsten can be demanding, Caspersson is staying as she can be part of the development of the area and Gårdstensbostäder. With the recent boom in construction she says it gets even more interesting to work with and see the development. The small company size also means more varying tasks, something that make work more interesting. Caspersson have in periods been considering leaving the company, but have after reasoning concluded that the current position is the most fulfilling job that she could have.

Back to freedom and responsibility, Caspersson states that freedom under responsibility is not working unless one also has the mandate to operate freely. She says that Gårdstensbostäder from the start had a big responsibility, the mission, of making Gårdsten a better place, and the freedom was there in terms that they were expected to go outside the box.

“Freedom under responsibility is great, but it cannot work without also delegating the mandate.”

Quote 15: Caspersson .

4.3.2 Michael Pirosanto, CEO, and Salma Nazzal, Social Project Leader

Michael Pirosanto (Pirosanto & Nazzal, 2017) is the CEO on Gårdstensbostäder since 2006. He is strongly devoted to the mission of making Gårdstensbostäder a better place for all, and

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have in recent years also managed to attract more companies to the area. Salma Nazzal (Pirosanto & Nazzal, 2017) is social project leader at Gårdstensbostäder and works closely with the CEO Pirosanto.

“Gårdstensbostäder want to make a difference, and that we stand for.”

Quote 16: Pirosanto (Pirosanto & Nazzal, 2017).

To show on the results of the actions made, and to break prejudices, Pirosanto says statistics is a strong tool. To show the effects of having more people occupied, he shows a graph depicting the dropping crime rates in the area. Another contributing factor, he says, is that education makes crime less attractive and therefore keeping young persons in school is important. Education is also an effective way of integrating immigrants to the Swedish society, even if it doesn't focus on immigration, Pirosanto says. He also states the strong connection between the state of the area and the value of the properties.

The internships are according to Pirosanto a good opportunity for the company to see who has the right mind-set and might be eligible for future employment in the company. The most important things that Pirosanto looks for when employing is that the applicant is engaged and wants to improve Gårdsten. He also says that if the work feels fun as well, then it's a match.

On employees' personal engagements, Pirosanto says it is good to have them, and that they are spread, but as a leader it is also important to let employees decide what to share in order to not create pressure that they have to be engaged or to interfere with privacy.

Moreover, part of good leadership is to Pirosanto to allow failure, as long as the one making the mistake corrects it throughout the project and take learnings from it to be able to perform better in the future. The rest of the company can still however support in the correction.

When working with societal improvement, it is important to do long-term investments. As an example, Pirosanto says that every young person that gets educated instead of becoming criminal saves the society much money. They won't need police attention, they won't destroy values of companies and they can start working and provide income for themselves and society.

Pirosanto states that the communication of what you stand for is vital and that the vision must be spread internally and externally. The corporate culture at Gårdstensbostäder includes an open and supportive environment. The small organisation helps to contribute to this according to Pirosanto. To have an open environment creates better backup systems as more people know what others work with, and a friendlier atmosphere is built up where one strives to help each other out. To build the organisation on trust is also important.

Nazzal confirms that the culture is open and that it is easy to share private interests, although it is not often done at work but rather with private friends. She is not sensing any spread of energy, or will to be more engaged, while being told about others' engagements outside work. What does give energy however is when good things occur at work. One such thing is that Nazzal got people to start exercising, something that will improve their lives and that Nazzal can be proud of.

The short decision path, thanks to the small organisation, is also helpful when it comes to engaging employees. Ideas can be given feedback quickly, and ideas can be turned into projects fast. Nazzal also confirms that work should feel good and fun. If one is not, or stops feeling good of what he or she does at work, it will become unhealthy as work will become a burden.

Gårdstensbostäder is having all their employees in the area of operation, meaning that also the company management is easy to approach as a renter. Without the local presence, Pirosanto

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say that the deep understanding of the area gets lost and efforts may be misdirected or not as effective as they could be.

According to Pirosanto, to do things in a new way, as Gårdstensbostäder have, require courage and resources, and it only then you can do a true impact in a stalled society.

“You can do it the easy way, or the new way.”

Quote 17: Pirosanto (Pirosanto & Nazzal, 2017).

4.4 Preera AB

Preera is a management consulting firm based in Gothenburg and with an office in Stockholm consisting of about 50 employees. The company focus their sales towards the public sector and differentiate themselves with their focus on humans and desire to improve society through development of good leaders and economically sustainable companies. 60% of Preera's customers are public and governmental organisations. Preera sees their core business as a societal engagement, the way that they support their clients to become more sustainable and successful, they provide the society with well-functioning and employing businesses.

Compared to 10 years ago it is now more common to talk about CSR related issues in top management and there is a larger understanding that it holds business value. The societal focus has strengthened Preera's position in Gothenburg and strengthen their relationship with SKL. Preera has become a strong brand for societal and organisational development. It has raised the income for Preera as well as attracted good people, who see the human, to the company. Preera measures the positive effects of engagement in less sick leave and a low turnover, in happy clients and happy consultants.

Preera's vision (2020); Contribute to determined leaders and organisations, to create a better place for those they work together with. Preera develops the society by making leaders and managers see the humans within their organisations. Preera works with what they call the human approach, it means seeing the human in all they do. Preera hires people that have a will to contribute to society, this helps them in aligning their employees with the assignments that they take on. The human approach is one of Preera's signum and Peters describes it as that Preera believes in the need to include all concerned from start, in order to make the change become real. This can pose a challenge in seeing to the human needs and not move people into boxes, like workers, owners, etc. . The whole approach of the human in the center is a part of the whole company and nothing superficial to get PR.

“Preerians are pragmatic idealists.”

Quote 18: Peters (2017).

Preera's future vision is to be leader in change management. Preera's mission is to develop conscious leaders and healthier organisations. Healthier organisations that are sustainable over time, where people feel good. Creating sustainable organisational systems. In order to fulfil the mission one must be involved and influence.

Their motto is "Believe in the better". Preera's financial gain from societal engagement is the lasting value of their previous assignments. Preera believes in healthy finances that hold over time and does not get volatile. Preera does something that is often not loudly praised but often needed. There, the societal engagement plays in, that companies want to continue to work with Preera.

Preera's societal engagements include pro bono work such as Sverigestudien and management consultant support to NGOs, they are subscribers of Faktum, a magazine supporting homeless people, and instead of large Christmas parties they donate money to a good cause . To support

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artists Preera holds vernissages in combination with after works to which they invite guests to create a meeting point for people.

The pro bono work with Sverigestudien is also showing to be beneficial for Preera. Through the partnerships with Volvo and SKL in creating events around Sverigestudien provides Preera with publicity and new contacts, and the production of the study in itself spread knowledge about Preera. A direct financial benefit from Sverigestudien is more customers, especially in the public sector which is a steady customer base for Preera, and shows Preera's standing point as a neutral company on the value of regarding peoples' values. Through Sverigestudien, Preera lifts the importance of values and the dialog about what is important as well as showing the rulers what is important to the Swedish people.

"If we understand each other we can take better decisions."

Quote 19: Farnebo (2017).

At Preera it is good that you are engaged in different ways, and a high ambition of improving the world is needed if they shall succeed in freeing up the potential in companies and their employees. Engaged employees need to feel that they are of service and doing something important otherwise it creates conflict among the employees, which have happened two times before. That some jobs did not feel as important as others and it influenced the employees not to feel as appreciated and meaningful, and thus did not like their job as much.

Preera's gain from having engaged employees is raising the value of their trademark, and contributing to more wellbeing and self-aware employees. Preera is self-owned, after being employed for two years, you can buy into the company. So, they are self-conscious and everyone knows that it is important to deliver well.

Internal communication at Preera is made through different media. Now (2017) the intranet begins to become more interactive, but otherwise it's one-way. They can use Slack mm. for chatting.

Communication with the Stockholm office is upheld, apart from working together in projects, with skype, telephone, email, conferences, and consultant meetings. Other communication channels used at Preera are Yammer, and the internal website where they share everything business relevant, so that everyone can follow what Preera does.

To share experience and knowledge, Preera have lessons learned lunches, in what they call *Lust Lunch*, where employees hold presentations of various adventures, experiences, projects, etc. often projects that you can learn from.

The findings from the interviews with Preera employees can be found below. Table 9 shows an overview of these interviewees.

Table 9: Interviewees at Preera.

Interviewees at Preera	Title
Sara Farnebo	CEO
Jenny Lindström Beijar	Senior Consultant
Sofie Peters	Junior Consultant

4.4.1 Sofie Peters, Junior Consultant

Sofie Peters (2017) began at Preera in August 2016 straight after university. She was impressed over that she was regarded to become a management consultant right away and there was nothing "you cannot", "do not", etc. Since her start, Peters has been responsible and nearly a project manager, worked as project management support. Peters describes the CEO as courageous and having a social focus, and Preera's contact with society was a big reason for

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Peters to start working there. It is primarily that they are investing so much in their employees. Preera has come to the conclusion that if you invest internally, it will show in the revenue later and Peters feels that her values match the company's values.

As a Preera employee, Peters feels proud over Sverigestudien and feel that she can really stand behind it and that it creates a good data base for her own work. When she described how they donate money instead of having Christmas parties she states:

“The important thing is not to be in a fancy restaurant, it is to spend time together.”

Quote 20: Peters (2017).

Peters believes that her co-workers feel that it is a good place to work, people feel better and feel more motivated to be there.

Peters feels that you definitely get the opportunity to come up with own ideas at Preera. If you show that you are committed to something, it is likely to be valued higher. She can do what she wants if it is in line with the company's vision. Many of the colleagues have children and are engaged in some way outside work. When people are engaged in their free time you get better discussions in the coffee room.

Peters believes that someone at Preera certainly takes part in integration projects in their spare time, the will to help is great at Preera. Peters knows that people do a lot of things in their spare time, and believes it important not to compromise on privacy. A voluntary blog for sharing information about personal engagements could be a good thing to let people share and get appreciation for their external engagements without making it a requirement from the company. The valuable thing for Peters is to be surrounded by people who does a lot of different things. It gives her a richer everyday life and she learns from it. A vernissage where people can present things that they do could be a good thing. Peters thinks that the more you are engaged, the more it will spiral upwards, but if the free time engagement had become a “Preera-thing”, it would have turned from a source of energy into stress. While recruiting, it gives a benefit for the organisation to gather people as “complete” and self-fulfilled as possible, but Peters does not think it is necessary to look for people who are specifically engaged.

Peters' engagement affects her delivery at work in the way that she is more motivated if she feels that it helps society in general. Peters (2017) also states that the higher purpose, that Preera actively supports and develops society, helps her to stay motivated through tough assignments. At Preera, customers always go first, then internal engagement in the company. If that is something that she thinks is beneficial to the company then it could be lifted and considered, but she must be able to jump in and work if it needs to be more people on a project. The idea is that you can enjoy yourself at Preera and come with new ideas, and then the boss raises it on management meetings if it seems to be beneficial. Freedom under responsibility fits well in on working at Preera.

“What I can contribute and improve, improves the world a little bit in my little corner. [...] That I reach out to people and make them improve their lives. That's what motivates me.”

Quote 21: Peters (2017).

It is very important to Peters to feel that she is appreciated and respected. She feels that she has a competence and that people, customers, listen and are interested, and that helps to raise the discussion one step. If Peters wouldn't get this stimuli and support from work she would probably not bring her true self to work. In earlier employment when she didn't feel able to

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bring her true self to work, she got much less motivated. Discretionary energy, the extra energy one put down besides one's job would be much less, she would not use her full potential.

Peters is affected by social change. She sees the social problems in society and sees a connection between how Gothenburg is doing and her personal motivation to help. She feels more motivated to send money and to contribute when she sees that there is a need for it. Peters thinks it's so hard to find out the right information when the media is hard to trust today. In her daily life, she focuses on the environment, she is an ethical vegetarian.

Peters believes that Preera would benefit internally from societal engagement through an external blog for sharing information and by forcefully engage people's engagements. They do this actively during working hours, talking and sharing with each other.

Preera's communication channels consists of email lists and dialogs. They are trying to create a slack channel and have no chat function yet. They sit so close together that talking is easy and communicate with the office in Stockholm though internal emailing. There are plans to put up video screens with live broadcasting between the coffee rooms in Gothenburg and Stockholm to enrich the dialog between the two offices. This was an employee idea and they work with continuous improvement all the time.

4.4.2 Jenny Lindström Beijar, Senior Consultant

Jenny Lindström Beijar (2017) have worked at Preera since 2007. She did not want to become a management consultant at first, but when she saw Preera she thought they did things differently than the great American firms. Preera's change management work enticed Lindström Beijar, as well as their human approach; to see each other, and the humans in a project, Preera dared go their own way. Lindström Beijar strongly believes in what Preera stands for and is now responsible for marketing at Preera. Beside her work at Preera, Lindström Beijar drives a parallel digital project, related to the area of social engagement. A non-profit contact network for parents of children with functional variations.

Lindström Beijar means that everyone talks about CSR and societal engagement now, but there is often a gap to what one actually does. Preera consultants can be pretty tough consultants, but they make a difference. Preera sees talking to companies as the natural step in changing the world to the better.

"The societal view affects the employees at Preera, enabling for everyone to join in and create something or do something better. The vision connects everyone at Preera, but then every person has their own driving forces."

Quote 22: Lindström Beijar (2017).

Lindström Beijar is driven by being involved and influencing. To raise the questions, she thinks are essential. It is the untouchable factors that she and the employees at Preera want to touch. As an example, Preera always must return to raise questions and bring the dialogue of how they do the development work through communications forums, believe in better. With new employees, Lindström Beijar picks up different values and talk about them in free dialogs and as open as possible. She believes it can be negative if they make everyone be equal. Rather, she prefers openness to think different, but to talk about it drives the company forward. Lindström Beijar tells that the openness at Preera has gone in waves over the years, and means that it depends on the leadership. Not just one type of leadership, but the combination of several formal and informal leaders.

Lindström Beijar means that the ownership to work with CSR is second nature to people at Preera, and that when they talk about their CSR efforts and activities, many people get ideas to do more. Using the CSR term is getting a bit crushed because Preera already has it in everything

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they do. If they talk too much about that external actors could do the “CSR-jobs” for them, they would not do it as a natural part in their projects. By having the “CSR” integrated in the daily business, everyone gets to be involved. In other companies, it is often someone who runs miles in front of their own organisation, but others become insecure and it creates a gap and creates frustration. Insufficient management, also at the board level, is often a cause of this and therefore it is crucial to create cohesion in the organisation. But Lindström Beijar means that Preera can become clearer about what they do in this area at the companies they work with. The fact that Preera is societal engaged enlightens that it's meaningful to go to work.

To Lindström Beijar it is important with the ethical alignment. She has always had a large ethical compass. Something she always have thought of in one way or another, taking on the ethical compass and looking critically at things. It may be that in a project she sees things, different perspectives from different people. Then she balances the different perspectives plus her own. It may be challenging, but it's good for the employees to be able to discuss these situations internally.

In the lessons learned lunches they share engagements that they have done, and those give energy to Lindström Beijar. There is normally one lunch a month at it may be people you hardly meet otherwise. So, the monthly meetings with everyone are really important. They work to complement each other with competence. Lindström Beijar means that one can be proud of what others have done. She may have worked with something that is not the dream, but then she hear about another project, and then she remembers that they are doing good things together.

The value of the social commitment is measured by Cultural Transformation Tool (CTT) and engagement index. Preera use a net survey for gathering information about working situation and they have had very good results from it. Before, Preera was filled up with measurements of everything until they realised that that was not so entrepreneurial and pleasing. Lindström Beijar believes that not measurements but more systematics would be beneficial for Preera. The feeling that they have it in themselves, complement rather than replace.

Lindström Beijar means that the societal engagement contributes to that they get the right kind of people looking for work at Preera.

Lindström Beijar believes that there can be both high and low stress levels related to societal engagement. She mentions that it may be hard to draw the limit when expectations are high, but at the same time rewarding and gives a good feeling of contributing to something good.

Lindström Beijar believed that the communication needed to make everyone feel the engagement is to stand for clear own values, in addition to the company and being able to move forward, but also backwards. In her work, she has seen so many leaders with good and bad examples. Those who succeed in communicating with the whole organisation can be seen as leaders of the future. Lindström Beijar says that as a good leader, you can go ahead and stand for things. You think you are holding others back by taking a stand, but you do not hold anyone back if you are open and responsive. That *why* we do things are more important than *how* to do it.

Lindström Beijar believes it important that they also communicate externally. External communication creates benefits internally since it creates pride if it matches the views the employees have of what the company has achieved, if they feel that the company lives as it preaches. Otherwise, it creates energy leakage. Large outward image creates pride and energy in a group. It does not matter if they communicate themselves or if someone else is aware.

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At Preera, it is common to share personal engagements outside work, at work. Lindström Beijar knows pretty well what her colleagues are engaged in in their free time. For sharing personal engagement, it is the informal communication that counts.

Lindström Beijar would like to see that Preera had greater diversification (not gender and age, but more in perspective and background) in what people do. Homogenous groups make it easy in some respects, but widening perspectives create drive in the long run.

Lindström Beijar feels that her work and her engagement outside work both give energy to each other. She works in parallel in various projects that give energy to each other. It develops her skills to work with many different things. She shares her engagements with colleagues small-talking in breaks. She holds a desire to tell more about her engagement formally as well. Would there be a natural forum for sharing personal engagements from outside work, Lindström Beijar would use it.

Her personal business and Preera affects each other but it is still quite new to her. She wants a professional separation in the different spheres. This Lindström Beijar believes will be a challenge for future companies, to let people combine more than one business. The combination can be important to attract employees. Preera has a lot of people doing this. Lindström Beijar says that politicians often talk about the right to full-time, but the right to part-time can be as important sometimes to combine with the family.

Even though more forums for sharing engagement would give more energy, it could also put a pressure on the group members that is not good. It could create a stress to be active after work hours that isn't healthy.

4.4.3 Sara Farnebo, CEO at Preera

Sara Farnebo (2017) has been CEO at Preera since the 13th of December 2016 and have been at Preera for 17 years. Her interest lies in how to economise with people, make the most out of the resources at hand. Preera's philosophy of lifting the human perspective has contributed to Farnebo's will to stay at the company. She likes to help managers and leaders to take their own decisions and achieve change.

Farnebo believes that Preera's view and workways of human and societal change has never been more relevant and current. At the same time the questions and problems that Preera's clients need to solve will never end. People will always have to adapt to change, people will always have motivation to develop and make things better.

Farnebo's answer to the question why Preera should be the ones actively improving and not leave it for society to handle, was:

"We are all part of society, naturally we should take part in developing it."

Quote 23: Farnebo (2017).

The most important advantages from being engaged in society, are according to Farnebo; contributing to a better society, that it feels meaningful to go to work. Trying to see the higher purpose in all gives a higher meaning as well as a larger engagement, motivation and will to do a better job.

At Preera the high ceiling for discussing societal development and things that has happened in the world. It is part of the culture. Farnebo means that it is important that you can feel that you have close colleagues and friends at work. Farnebo believes that the family-like feeling within the company helps with keeping the turnover down. Employees can get time off to work for e.g. Medecins sans Frontiers and drive own business on the side of their work at Preera.

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“The ideas to help comes from the workers themselves. If someone wants to push through an idea at Preera they talk to a steering group member. It is important to always have the door open for ideas.”

Quote 24: Farnebo (2017).

Farnebo believes it important to currently talk about why Preera exists. It is part of the daily work and present in meetings. She also thinks that they have become better on having lessons learned, sharing experiences for example over lunch and in consultancy team meetings.

According to Farnebo, a lot of responsibility lies in the leadership and management to get the advantage of the societal and employee engagement, how targets are set and how rewards are given. To make it work certain values are needed in the culture, so that it is okay to be engaged outside work. It must be decided that it is like that they want it to work.

At Preera they lift and reward their co-workers' engagements through being present with their co-workers, vouching and caring for the open feedback climate. It is always important to keep the dialog alive. Giving the co-workers interesting and developing projects, and appreciation for their work and make them feel that they do something important, makes Farnebo feel self-fulfilled. Thank the co-workers for the work they do every day.

The first step for a leader to start changing and take advantage of the societal engagement is to start talking about it in the organisation. About how the higher purpose and how the company is connected to societal development.

“The value base is important, but if it is not talked about in all levels it will not have the effect that it could. There is no other way than to raise the question and talk about it.”

Quote 25: Farnebo (2017).

Farnebo believes that if one notices that the co-workers not are in on the vision, the leader needs to start lifting initiatives that have been positive, talking to co-workers. Discuss why they are here at this company, why they have applied for this job. Create conditions for engagement to grow and take advantage of personal engagement during work hours. Take initiatives to carry through donations and pro bono, and talk about it, not only doing it, talk about it to; what have been learnt and gained from this etc. E.g. talk about the Christmas gift that they donate to BRIS.

“Someone once said, it was never as easy to be CEO, as before you became one yourself. [She says with a smile]. There is something to it.”

Quote 26: Farnebo (2017).

In order to be a good leader, Farnebo believes that one needs to know what values that are important for one-self and others and what the organisation need for becoming successful. As a leader, you need to live up to the values that you want the rest of the organisation to work by, show and accept trust. Transparency, honesty, and empathy is key, as well as having a clear and inspiring direction.

“The most fun with being a leader is to make others see that they are leaders for themselves and others. That they have power over their own situation. Fun to see co-workers grow, to come with new ideas and show responsibility, when they have succeeded very well in helping a client. Happy people.”

Quote 27: Farnebo (2017).

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All projects that Preera works with does not have connection to their societal mission. There have been periods when co-workers have felt that they don't work with good enough assignments, that they don't feel that they get the possibility to do good for society. It is important that the leader doesn't lift up only some assignments as important. It can raise the conflict levels. To overcome this tension, it is important to keep the dialog alive about how all assignments are important and good, but in different ways. It is important that everyone can feel the higher purpose in their job. And that the assignments match their personal values.

In her free-time, Farnebo has begun as "language friends" to an Afghan family, something she feels is both interesting and highly rewarding. This engagement gives her new insights and courage to meet and exchange experiences that she has use for at work. Farnebo is also part of the Network called "Jag är här", working against internet trolling.

They do not share their personal engagements so widely at Preera. To take advantage of the employees' personal engagement, Farnebo believes one has to see the company as a puzzle of many parts. Start from smaller groups or the teams, and highlight people that do something good. Ensure that the product or service that one delivers lives up to the values of the employees and the company.

"All leaders are cultural ambassadors, which makes it important to spread good examples and success stories."

Quote 28: Farnebo (2017).

4.5 Volvo Group Trucks

The global truck manufacturer, Volvo Group has 5 truck brands Aisle, Mac, Renault, UD and Volvo. Group Truck Technology sits in Gothenburg and develops products that can be used by as many brands as possible.

Volvos mission is to be world leader within commercial transport solutions. Focus lies in selling premium quality trucks and total solutions to the customer. Creating additional value for the customer is important, transportation is a branch of business under pressure, with a never-ending demand for lower transport costs.

Volvo's three core values are Quality, Security, and Care for the environment. Volvo works closely in corporation with societal institutions to create transport solutions that contribute to a better society.

Each market and department work locally with the challenges in their geographical area. Different countries have societies with unique needs in some societies where Volvo is present, Volvo's focus is large on overall societal development, such as building schools and creating jobs, and in others the focus lies more in transport solutions such as bus rapid transit. An example is the cooperation with the municipality of Lund about chargeable roads.

Volvo's societal development focus lies in creating sustainable transport solutions in the living environment. Solve problems such like a contaminated environment, crowded cities, and contribute to a long-term success of environmental development in Gothenburg and other communities close to Volvo's sites. The emission targets are set to zero, and Volvo already investigate electrification of heavy duty vehicles. The modern society is built and depending on transport of goods, and due to the e-commerce, citizens both in cities and in the countryside, need goods delivered, as well as all companies. By electrification of delivery trucks, the sound frequency would go down and thus, large deliveries would be able to do in cities during night-time. This kind of solution is one of those that Volvo has as their focus, creating a well-functioning society, diminishing large transports at daytime and distribute transports over 24 hours instead of only during daytime for creating more space in the cities.

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The connection between the product and cooperation with the municipality connects everyone in the company to the societal engagement. Volvo is an important player on the market and thus has a responsibility for how the market and society in which they operate develops. All retailers are involved in the societal focus as well. The retailers sit closely to the municipalities and work in meetings with them. If the retailers' business does not survive, Volvo Group will not survive.

Volvo has school education, both high school level, trainee programs and driver trainings as well as mechanics education for newly arrived refugees. All these schools are supported by the need of creating an interest in Volvo. To be a global actor Volvo needs competence, and supporting education enables a possibility to educate and employ the best candidates. To attract a workforce that has the right drive, and feel with the brand. Being an attractive and large employer also is a societal engagement. The same way as Volvo is relying on the city and municipality to find employees, the city and municipality are dependent of Volvo as a large employer keeping up the economical flows in the area.

Volvo get a lot back from societal engagement. One example is the driving and mechanics schools in Africa. Teaching drivers creates possible customers and employees, which will support the local economy, diminishing poverty and famine. Education overall lead to a more secure political situation and in that sense Volvo contribute to creating a base for a more stable market long term.

One local societal engagement from Volvo's side in Gothenburg is the Lundby campus and the suspended cable car that will connect the city part Lundby, and the close by vicinities, with the city centre. Volvo is such a large company that they can support and make a difference. If they Volvo invests in getting the cable car connected to Lundby, then they will help the city. Now that the cable car will be built it's going to open up for more commerce in the area, and on the Volvo campus they will have a visitor centre etc.

Volvo wants to build itself as an integrated part of the city. The company is involved in politics, and in the city development. The advantage of being so big is that they actually can make a difference. By driving societal engagement, Volvo earns good PR, happier employees, and goodwill.

At Volvo, the departments are normally where small contributions and fundraisings start, or in local councils have been driving collection actions. One thing that has been done is collecting worn out glasses to send to where they were better needed. The departments have little authority to support what they would like with their budgets.

Volvo work actively to diminish damage and injuries to third party in the surroundings of the trucks. Not only those who drive, but also cyclists and pedestrians. The Stay Look Wave campaign is an initiative to create awareness and understanding among children of how to behave around a truck. The children are also shown how the view is from the cockpit and how little that the driver sees, and thus create understanding of how careful they should be around the truck. The Stay, Look, Wave campaign started in Japan and was spread through a large part of the whole organisation through the internal CSR network.

The internal communication channels are the internal website violin, and internal Volvo Magazines. Through these Medias stories from different parts of the company groups are shared and spread. There is a newsletter about activities held in the local area, and it was through this that the collection of glasses was spread. The intranet, violin, is only for sharing Volvo's business news. Engagements outside the business or connected engagements are not shared at violin, but locally in informal forums.

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Today, the competition within the CSR area of quality and environment leads to that you easily get overrun by competitors. The transport industry does not have the same amount of trouble to live up to the recommendations as the fabric industry struggling with suppliers using child labour. Even so, the transport industry does not have a good reputation due to the environmental challenge.

There is some lobbying activity in Stockholm towards the Swedish government as well as in Brussels and the EU parliament etc. to enable proactive and beneficial regulations for Volvo. It is important that all decrees that are driven by Volvo include the gain for society in some way.

The following chapters are personal comments from the interviewees at Volvo, shown in Table 10 below. The order of the interviews is presented in rising order of hierarchy.

Table 10: Interviewees at Volvo Group Trucks.

Interviewees at Volvo Group Trucks	Title
Lennart Bohman	Global CSR Manager, Purchasing
Thomas Olsson	Global Customs Manager, Logistics Services
Johan Selvén	Sales Manager, Market Sweden
Caroline Hallung	Engineer, PEMS Department

4.5.1 Caroline Hallung, Engineer

For Caroline Hallung (2017), Volvo has been part of the upbringing as she is born in Gothenburg, and her dad is working at Volvo. She studied Chemistry because she wanted to work with more environmentally friendly vehicles. The advantage of Volvo is that one of the top three focus areas is that they shall be the most environmentally friendly transport company. Hallung took this job because she always wanted to work with diminishing emissions.

Hallung works at the PEMS, Portable Emissions Measurement Systems, Division at Volvo Trucks, measuring emissions on vehicles in traffic. There are regulations of the accepted levels of different particles in emissions and the PEMS department investigates how well Volvo customers' trucks live up to the emission requirements, and study trends to enable proactive solutions in future engines. Hallung handles and analyses the data they receive. So that they can show to the authorities how they follow the emission requirements, and by that avoid fines. The ultimate goal is that the world will be a cleaner place.

Hallung knows most about Volvos societal engagement in Gothenburg from reading newspapers. There is not much internal telling about this at her department. Hallung believes the cable car to be a good CSR investment for Volvo. Many new employees in the area will be able to go to work and get closer to the job out there. It will simplify for the Volvo employees, but will also benefit all the service companies close by. Hallung means that it will create a better mix of people and showcase the opportunities with Volvo and Lundby. Little win-win. The broad perspective is important. Hallung feels that she never could work for a company without a sense for the development of the world around them.

“If one notice that one has an employer who cares not just about earning millions, it feels better to work there. An ethical compass when looking for a job is important so that you find a job that match your values.”

Quote 29: Hallung (2017).

The customers care mostly about fuel consumption and if the truck is easy to drive. Some customers care very much about having the most environmentally friendly truck to get a good

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image, but Hallung is not sure that the environmentally friendly drive is so big among the customers in general.

It is important for Hallung that there is a possibility to be involved and that it is a high ceiling in the group, that it is okay to express that one feels good or bad, and that it is fine to have opinions. Hallung's group is relatively new and are constantly developing. Hallung feels that it is very important to be involved in the developments, and that not only one person's word is law. The atmosphere in their group is free and open for ideas and there is a large involvement of everyone.

Hallung believes that it's important to get honest feedback on both good and bad outcomes. They always use the failures to learn and investigate why it didn't work well, and how they can prevent that it happens again. Hallung says that when being in such a new group where all are rookies, one will try things that don't work out well, and that it is important that this is okay.

Outside work Hallung is currently chairman of a drink mixer association that serve at home parties and corporate parties etc. It is a fun way to meet people and to get the direct feedback from the customers on how the drink was nice, but she is mostly part of the association for the social benefits.

If there were more involvement at the job, it would remove the necessity of being engaged outside work. Hallung has joined a club for office workers at Volvo and looks forward to being more involved there.

“If we cannot handle the emission requirements, Volvo will get big problems.”

Quote 30: Hallung (2017).

Volvo provide their employees with volunteer hours. If Hallung could be able to teach about the environmental situation outside of the job with support from Volvo, it would be great. She believes that she would get out a lot from it.

Hallung means that privacy does not affect work more than in the sense that it is important to be able to share if one feels the need to. Not being able to talk about it would probably affect work.

For Hallung, the key factors for engaging a group is daring to be open that everyone dares to ask questions. Rather, ask one time too many than once too little, to love what you do, and that there is development potential in the group.

Hallung's boss is very important for her feelings and engagement towards work. At the other company where Hallung worked, it was a much more convivial atmosphere at the workplace, but the tasks were not so fun. The tasks are more important than the colleagues. As long as the tasks are motivating, Hallung can stay at a company for a long time.

“There is no reason to stay [at a company] just because the colleagues are beautiful persons. If you burn for the tasks it is.”

Quote 31: Hallung (2017).

Hallung sees her work as a societal engagement. She and her colleagues are working on emissions, and if Volvo's emissions are much cleaner than others, then it affects society as a whole and drives others to be more environmental as well.

4.5.2 Johan Selvén, Sales Manager Market Sweden, Volvo Trucks

Johan Selvén (2017) works as Sales Manager at Volvo Trucks Market Sweden. He has responsibility for all sales related activities, the retailers as well. Selvén wrote his thesis at, then got a place at Volvo's trainee program and have now had 4-5 different jobs within Volvo. All

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jobs have had a commercial focus but he has not always worked in the market. What motivates Selván to work where he does is his interest in the product, the truck, and in Volvo as a company.

Selvén states that Volvo's social engagement makes it more attractive to stay at Volvo. One reason being that he can be proud of the brand, but also that it forms the organisation and the organisation members to have equalised and reasonable values.

Large challenges that affect Volvos business are according to Selván, the environmental challenge and the technical environment challenges. To reach value and economy within these areas, Volvo needs to contribute to productive technique and economy for the customer and it craves that they are extremely accurate in their deliveries. This put demands on the organisation to be knowledgeable about one's market, to understand the customers, and their businesses and needs. It does not only put demand on the market and those that work close with customers, but also at those that work far from the customer. If there would be an accident involving a Volvo truck it would affect the branding of the company very negatively. This is one of the reasons for Volvo's driver trainings and close connection to their customers.

“You always need to understand how the job you do affect others, and what purpose your contribution has for the customer. The customer's success is our success.”

Quote 32: Selván (2017).

When asked about why Volvo does not do their societal engagement for free, Selván answers;

“Without a focus on profit there is no meaning for us [Volvo] to be involved. If we can reach a bargain with the municipality Volvo earns image and a possibility to give people work. It goes hand in hand.”

Quote 33: Selván (2017).

Selvén means that different things motivate different individuals. A salesperson normally is more motivated by the act of selling, than the higher purpose of creating a better society. For spreading the message of the image internally, it is not enough to just say that one is good, you must live up to it as well to be able to benefit from the societal engagement. It is important with a strategy for how one should live up to one's function in society. Volvo has a zero vision of accidents and a goal to have the most environmentally driven vehicles. One way that Volvo works to achieve this is through holding driving courses for drivers on how to drive environmentally and economically as well as secure. If there would be an accident involving a Volvo truck it would affect the branding of the company very negatively. This is one of the reasons for Volvo's driver trainings and close connection to their customers.

Volvo are societally engaged in many ways. Some examples that Selván lifts forward are that Volvo contributes to several hospitals and support many science projects, and the Stay Look Wave campaign. Selván feels proud over the Volvo Group, that they see it in the larger context and contributes to societal development in the world.

Personally, Selván, struggle with the desire to be part of delivering the future electrical trucks, and that the possibility to do that crave that the sales of diesel driven vehicles increase now. The local markets are characterised by their countries. As a salesman, Selván is motivated and driven by the urge to sell, but feels that it is hard to sell something that he doesn't feel proud of. Selván gets motivation and feel proud of his work when delivering something that has a large function for the society, win-win-win. Selván gets motivated, Volvo benefits, and society gets a good solution.

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Selvén brings his knowledge from work with him home and vice versa. In his free-time, he instructs his children and their friends in safety around a truck, and at work his use the competitive and board skills from the bandy club where he is engaged in his free time. It lays in the company's interest that the employees spread the important knowledge about safety and environment connected to trucks as well as that they are engaged and find personal development and develop skills outside work.

The main communication channels for spreading information about Volvo's engagement is through the internal website, Violin, and the offer to the retailers. Engagement is a part of the company culture. The customers and retailers are part of wanting to be engaged. The CEOs have been active politically to influence the development of new laws and safety restrictions.

Societal challenges are seen as opportunities. The large refugee wave that came to Sweden during 2015-16 is a good example of how the Volvo philosophy is. If they take advantage of this large group of people looking for a job by creating clear educational ways for becoming a mechanic. Volvo work in collaboration with the Employment Service (Arbetsförmedlingen). Other ways that changes in society affects Volvo is by emission targets and development of the infrastructure. To develop the society, we must be active and take a stand.

The societal engagement is one of the reasons to why Selvén has stayed with Volvo. The primarily motivation lies in his interest for the product itself. There is still a lot to be done in the transport industry and a lot of room for improvement which also motivates. When he employs, the person's engagement and drive is the most important factors since it means that you get out more every day of the week than from a less engaged person. If an engaged person does not hold the competence, that person will search for it. Personal values that Selvén think are important when employing are; openness, honesty, and that the person is happy and seems to work well in a group. Selvén believes that no one does something by malice, but that even the best intentions can get an undesirable outcome if the structures and the organisation is poor. (Selvén, 2017)

"The people that feel proud of their job stay longer and work of loyalty to the company."

Quote 34: Selvén (2017).

Volvo's societal engagement gives a boost and motivates Selvén. He believes that Volvo better can take advantage of their societal engagement by taking on the challenges set by society with more energy. It can lead to new opportunities as well as making the employees feel part of a movement and a force that creates a difference within their own vicinities.

4.5.3 Thomas Olsson, Global Customs and Risk Management Manager, Volvo Group Trucks Operations

Thomas Olsson's (2017) role at Volvo before was more logistics oriented. He moved to and worked in India to sort out "corruption problems", and was later also at other locations in Asia. After that Olsson began at the Project Management office in logistics service, and now he works at Global Customs Handling Cargo insurance.

Olsson believes that in order for a company to gain from societal engagement, it is important that management communicates the message of why the company exists to the rest of the organisation, and the company's role in society. CSR or sponsorship, support, is made locally at Volvo, with focus on the local needs. The way that Volvo supports in India, where the support actions are well planned, were effective and resulted in less stress for the employees in sense of the "need to be good" to fit in in the organisation, which Olsson believes could be the result if the same range of charity work was to be done in Sweden. The well-planned charity events during Olsson's time in India took away the sensation that you have to work in the day

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and then be active in your free time as well, which could result in a feeling of the engagement starts to feel like a job too.

“It is a privilege to work with something that means something to others.”

Quote 35: Olsson (2017).

Olsson means that within Volvo, there are a lot of degrees of freedom nationally (in all countries) as to what one does to support externally. In Sweden, we (companies and people) have a problem of talking about that we are good, even though we are good at charity, due to "Jantelagen". At Volvo, Olsson means that they're not there yet, that the sense of doing good emanates at work.

In his free-time, Olsson is active in Rotary and there they do a lot for society. Earlier, they helped homeless people, now they are helping newcomers with homework support. Olsson feels that it is exciting to be part of such a large organisation that does so much. Each individual's contribution counts. Rotary works with the organisation Charity Rating; to ensure that the help goes to where it's needed. Rotary works for example with stopping polio together with Gates Foundation. It feels good for Olsson that their contribution went exclusively to syringes.

“If you use the city's service, then you should give back.”

Quote 36: Olsson (2017).

Olsson means that Volvo's societal engagement is large, but there are a lot of things to support and be part of, but what to do. When Volvo supports something, Olsson believes that they should not only give and go. They need to give and then look what happens with the contribution. Here Volvo can become better. Even if Volvo could do much more it is important to see where they have business opportunities as well as helping. When working with business plans, if you don't make money, you won't survive.

When hiring new personnel, Olsson doesn't look specifically for if the person has their “heart in the right place”, but more to the person's point of view, personal conviction, and attitude. It is important to not only have people that think like yourself around you, it is important with diversity.

“One should be excessive and open, but good.”

Quote 37: Olsson (2017).

Olsson takes in information broadly from every information channel and checks the violin site for Volvo news more than once a day. The engagements at work and outside work is talked about at lunch. But it is hard to tell what factors that affect the engagement. Olsson's engagement lies in his personal attitude. Olsson says that they aren't so boastful, and that talks are started spontaneously.

“You are probably affected by the engagement of others, but not solely of what colleagues at Volvo do.”

Quote 38: Olsson (2017).

If someone is burned out, or gets cancer, then it can be difficult if you have high expectations on that people should be actively engaged in charity in their free time as well as at work. It is good working for an employer that you feel contribute to society, then you do good while working. One gets a possibility to raise one's goodness factor while working.

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“Too much focus on external personal engagement can create pressure on others.”

Quote 39: Olsson (2017).

The mandate over Olsson's department budget, and what it can be used for is managed centrally, and quite tight. But Olsson points out that they are a central operation, and thinks that maybe they have larger mandates further out in the organisation. This does not directly affect the possibility to come with new ideas. There is an Idea Forum for collecting and sharing ideas. Olsson emphasise the need for transparency in continuous improvement and the importance of listening to both customers and employees.

At Olsson's department, ideas come through the persons who have process responsibility. He is not sure if they come up with them themselves, or in their groupings in the Best Practice forum. They restarted a cost savings forum. First, they were empty for ideas, but then people became inspired by others. The workshops/forums, were focused locally on a process or theme. Olsson think that personal engagement is important, since you become visible, and get involved. He points out that it is important that one doesn't get overruled. If companies run over new initiatives, the attitude becomes "do it yourself then".

“You are allowed to fail, once (says with a smile). Not necessarily so, however, because it is local management as well that handle their groups.”

Quote 40: Olsson (2017).

When asked what kind of good things there are to foster engagement, Olsson emphasises; Responsiveness, that you can put effort and time to show why decisions are made, communication is 95% of it. Communication has to be done in several ways, someone is listening, someone is reading, someone sees a movie.

Olsson would like it if Volvo had a larger focus on people with disabilities, e.g. deafblind who does not get any space or support in society today. The blind also has no space. Volvo could support those instead, it would be easy to connect to road safety. Safety, quality, and environment, connect to the core values. It could create rings on the water to make others see these groups as well.

“Volvo is big in Gothenburg, so we have to show our involvement in Gothenburg and therefore support some things that the municipality already support. It is a language to show that we are part of the city. Even though we also are taxpayer, Volvo uses more roads than others.”

Quote 41: Olsson (2017).

Olsson think that it is good that Volvo has started a special workshop school for newly arrived refugees, but he thinks that it is sad that the school is not open for more people, and that Volvo does not have e.g. internships for Chalmers students as well. You must see it in a context and see to what the intention of the service is. Olsson is a volunteer homework helper for newly arrived through Rotary. He thinks that homework help is good.

Having internship is good for everyone. Olsson believes that everyone invests so much in immigrants, and that the support given is quite exclusive, and it puts the blind and others in need in the shadows. Olsson think that it is tough when CSR becomes political questions. Some questions are in grey areas, such as immigration.

From having societal engaged employees, Volvo gains signal carriers. There are always some who like or exploit. Rotary complements Olsson's work, but he has not been looking deeper into in what ways his engagement affects his energy at work.

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In smaller organisations you get broader, but can be overworked. Mental ill health is due to ambiguity and taking home work. You do not want to be Volvo all the time. Set requirements and clear mandates to those involved.

4.5.4 Lennart Bohman, CSR Manager at Volvo Group Trucks Purchasing

The interview with Lennart Bohman (2017) was held at Chalmers University of Technology.

Bohman's role at Volvo was to manage and control that the purchase chain for AB Volvo (Volvo henceforth) followed UN's goals and the Human Global Compact. The Code of conduct sets the boundaries for the CSR work at Volvo. In Bohman's task group they were 8-10 people working with CSR in purchasing to ensure that Volvo lives up to the UN goals for human rights 2030. All purchases go through the same hub.

The sustainability work contributes, according to Bohman, to diminish the risk for Volvo to be part of a scandal. Bohman means that it is important to:

"Live as you preach."

Quote 42: Bohman (2017).

Bohman is part of a CSR committee within the company that work to cover and communicate to the whole value chain. Education and description of the processes as well as control of results is key to include and spread the CSR focus and work through the organisation.

Bohman was part of CSR Västsverige [west Sweden] for Volvo, where several companies share stories and ideas on how to create more sustainable ways of conducting business. To be part of this group came from the personal engagement of Bohman.

Bohman's personal gain from working with societal engagement is satisfaction to be proud over that Volvo does something positive. Now he needs the extra activities to maintain the energy for his job. As long as you have fun at work you will find the energy. For Bohman, the inner compass is important, that your interest and values match those of your employer and that you live up to what you advocate. Overcoming corruption is something that sets Bohman into action, and makes him work harder.

While recruiting, the inner compass of the prospects was not something that Bohman looked for specifically. Engagement and experience is so individual. Bohman chose to work at Volvo since they can influence and affect a change to a larger extent than a NGO, which can only argue for a change.

To be better than what is needed; Exceed-Business for Social Responsibility is something that Bohman works hard for at Volvo. Sustainability and communication is very important in their value chain in the work towards sustainable transports.

Bohman gets energy from good internal dialogs about CSR and he holds trainings and courses to within the view of CSR and spread the spirit for making a change. In connection to the time of the interview, Bohman and a colleague educated the management teams about CSR on the management side. The response that they get during those courses is stimulating for Bohman. After each of those occasions he felt that he had more energy for working.

Internal education and spreading the message internally takes time. Before, Bohman himself has managed a lot of the information spread but now they have a CSR network where they can share information and experiences across the whole Volvo Group. To maintain and be able to create this network, the managers must be on-board, otherwise the contacts will never be able to engage themselves in the network. Today, the steering committee has accepted the network and the CSR plan 2016-2018, giving more freedom to act to the network.

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The effect of engagement can be seen on co-workers over the years, but not directly. The most important activity was the code of conduct/game of conduct. For Bohman, it seems like fellow co-workers value the view of Volvo as a good brand. Bohman believes that maintaining the reputation is the most important factor for Volvo, to keep attract workers in this era of the workers' market. By being involved in the development of Gothenburg, Volvo gain new business opportunities, like the bus 55, as well as good promotion for future employees.

To be able to come forward with initiatives it has to be in line with the mission of the company and you need the management with you, a few levels up, to be able to get resources to actualise it. Otherwise it becomes voluntary and even if that is not good internally. The need for the possibility to take initiative is individual and it all comes down to a dialog with the manager. To build trust and so on.

Bohman believes that a discussion about scandals is the most important way to raise engagement for CSR. Negative effects are spread faster than positive ones and prevention of negative events can be as effective in terms of branding as focus on positive branding. Information and communication is done through the press, internal media such as Violin, the suppliers' portal, and the internal magazines. The talk around the coffee machine is mostly rumours, sometimes regarding an article in the Volvo magazine but otherwise Bohman has not seen any direct connection to spreading of CSR or engagement during coffee breaks. But sometimes he shares the energy that he gets from his job with his colleagues during breaks. Volvo does not take care of the engagement as such but value the knowledge that people gather through their engagements and it can help to get new roles in the organisation.

4.6 Reflections and results from the Workshop for creating shared value between organisation members and society

The workshop was held on the 15th of May 2017 at Framtiden's premises and there were representatives from all companies investigated as well as from Chalmers and First To Know, which were the initiators of this paper. There were eight participants of which six were former interviewees. The others were the two supervisors of this study, Per Östling and Sverker Alänge. During a pre-workshop mingle the participants got to know each other and shared some interests and work specifics. The small talk was mostly about passions in life and future dreams for their companies. A more formal presentation round was held when everyone had arrived. It made everyone get a better understanding of the others in the room. Present from the Framtiden companies were Tobias Johansson, Social Development Manager at Framtiden, Björn Osbeck, Regional Facility Engineer and Susanne Wikander, Facility Manager at Familjebostäder. Present from Preera were Sara Farnebo, CEO, and Sofie Peters, junior consultant. And Volvo Group was represented by Lennart Bohman, CSR Manager at Volvo Group Trucks Purchasing.

4.6.1 Exploring societal engagement and engagement in employees

Some of the participants started writing straight away whereas others had to think and reflect a bit on where to start. After approximately two minutes they were asked to share and help each other within the groups. Here, lots of discussions started, which was one of the outcomes that the researchers had hoped for. The participants showed interest for what the other companies did to be part in developing society. Another outcome was that the participants began to discuss their definitions of society and what role that their companies played in it. Knowing from the start that this group was fairly homogenous, the outcome that "we are all part of the society, company, and person, was not that surprising. Even so, the reasoning was a bit different. Mostly the perspectives of society differed due to their company's geographical presence, where Volvo is spread all over the world, Preera the larger city areas, and Framtiden and Familjebostäder only in Gothenburg. It was interesting to see the reaction of surprise when the representatives

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got to hear about what the other companies did. It raised the energy within the group and made them willing to share more.

In the subject of employee development, the participants were focused more on presenting what their company did than to take inspiration from others into their own paper, and the discussions did not flourish as easy and openly as during the question about how their company contributed to society.

4.6.2 Relations between engagement in employees and societal engagement

The last task was to draw lines showing the relations between their companies' societal engagement and engagement in employees, to see how the participants could create shared value between the two. This was challenging for some participants. Even so, after a minute for self-reflection and then some help and discussion with the rest of the group, all had begun to think and discuss solutions and bridges to connect the two areas in order to create shared value and thus get efficiency in both areas in one action. A sample of the connected societal engagements and engagements in employees are shown in Table 11.

Table 11: Sample of connected societal engagements and engagements in employees from workshop.

Societal engagement	Engagement in employees
Multicultural organisation	Learning more about the global world
Sverigestudien	Employee development
Large employer	Economical support
Create security and harmony	Social hours

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5 Analysis of benefits from societal engagement

In this chapter, the findings from theory and interviews are analysed and categorised by topic to give a base for the concluding parts of research. The benefits is also divided into organisational benefits (OB) and organisation member benefits (OMB).

5.1 Organisational benefits from being engaged in society

The interviewees representing Framtiden Group are stating clear benefits of their societal engagement and improvement efforts for their companies. While the interviewees at Gårdstensbostäder see the social improvement interest and drive as a requirement to work at their company, the interviewees from Familjebostäder see it as an interest that is beneficial for the work.

Preera is actively working with improving the situation for people, either through their projects or through personal or organisational pro bono projects. They see this as a fulfilment towards the mission of the company, and thus it is beneficial for the company.

Being a global company with many sites all over the world Volvo has been active in many societal improvement projects. And all interviewees at Volvo lifts the importance of taking one's responsibility if one has the possibility. Being one of the largest actors in the Gothenburg area, Volvo has not only taken responsibility but also an active role in the development of the city. Even so, the interviewees state that Volvo does not enter a project unless there is a business opportunity in it. However, they do see the wider perspective when granting projects, connecting them to the benefits of Volvo's business in the area.

All companies studied are in some way working with shared value as described by Porter & Kramer (2011) and have seen the larger benefits from CSR that Grankvist (2009) and Grayson & Hodges (2006) lifts forward, but in different ways. This study focuses on the effects and the benefits that these efforts result in and below these are discussed and analysed according to subject. Table 12 shows a brief analysis of what has been confirmed through interviews and theory as organisational benefits from societal engagement.

Table 12: Organisational benefits from being societally engaged.

Organisational benefits from societal engagement	Confirmed by interviews	Found in literature by the authors
External branding	yes	yes
Internal branding	yes	no
Customer connection	yes	yes
Customer co-creation	yes	no
Customer loyalty	yes	no
Employee connection	yes	no
Employee output	yes	yes
Better decisions	indirect	no
Employee presence	yes	indirect
Employee loyalty	yes	no
Future shaping	yes	yes
Local best-fits	yes	no

5.1.1 Branding

Through interviews, it has been found that branding can be broken down into external and internal branding. External branding is the perception of the organisation from external actors, and where internal branding is the perception of the organisation from its own members.

Farnebo states that being societally engaged is part of Preera's branding. Although the CEO states that Preera can become clearer and more transparent about its position in societally engaging questions to raise the brand value, they already have a societal development image. The strong societal development branding was one of the reasons for the employees to search for work at Preera.

Selvén say that Volvo sees events happening with their products as events effecting themselves, mainly in terms of publicity. The sales manager gives the example of a hypothetical accident involving a Volvo truck and that such an event would affect the branding of the company negatively. The CSR manager also states that negative effects are spread faster than positive ones and that prevention of negative events can be as effective in terms of branding as focus on positive branding.

5.1.1.1 *External branding*

External branding was already before this study's data collection known to be one of the effects of societal engagements (Grankvist, 2009), something that many companies also saw as the main benefit.

From the interviews, Preera sees their societal engagement as a foundation for sound finances. Showing that the company creates lasting change and improvement for their customers lays the base for repurchases, ensuring stable finances. Sverigestudien is also seen as a branding of Preera's engagement and even though it is pro bono, hopefully it will show Preera's presence as a societal engaged company to attract further customers within in the public and private sector.

Volvo's campaign, Stop Look Wave, have clear benefits for both Volvo and the rest of society. Fewer accidents involving trucks in general is good for society, and fewer accidents including Volvo truck is good for the branding of Volvo as a company working for a secure transport industry.

5.1.1.2 *Internal branding*

Internal branding includes all branding that the company does for involving and sharing information about the company's proceedings, and is the true way that the employees see that their company actually does what they say they do. If the external and the internal branding is not aligned this seems to lead to consequences, when the vision is not aligned with the vision of the employees (Barrett, 2014; Sinek, 2009). The benefit of internal branding is seen clearly in Preera's organisation, where employees that work with less motivating tasks still feel that they contribute to the vision and get energy from other employees' assignments.

Internal branding is something that many interviewees stated, directly or indirectly, as a benefit of societal engagement. As an organisation, to work in ways that is aligned with the organisation members, the organisation members will get a better perception of the organisation and feel more fulfilled at work which also is indirectly supported by Barrett (2014) and Maslow (Maslow & Frager, 1987).

From the interviews, Volvo's external branding has a large impact on its employees. Being such a large company, the generated news published in local newspapers seem to have a large beneficial effect on the employees. Volvo's internal magazines are a type of internal branding, but there seem to be a small outcome of this action. Involvement and management support, as practiced at Preera and at Framtiden seem to gain larger benefits for the employees (Amabile,

1998; Grankvist, 2009; Sinek, 2009). The involvement or the personal connection to the company's vision seem to be a large factor for successful internal branding, and the continuous mentioning in the daily talks and meetings. Thus, oral and involving communication might be key for successful internal branding.

5.1.2 Customer connections

As seen in the interviews, Framtiden works heavily with collecting the needs, opinions, and suggestions of their customers, and tries, as much as possible, to meet these. By doing this, makes tenants feel more involved in the development of their living space and thus becoming more satisfied with their housing company. This can be seen as benefits from co-creation as described by Porter & Kramer (2006). In the same way, the Framtiden Group can adapt their operations to match the customers' needs, recruit the right people from the start and align the corporate culture with their customers' values. According to Edvinsson (2002), a corporate culture aligned with the external parties can enable a better connection between the two parties based on the common beliefs.

Preera's customer base consists to 60 percent of public companies and organisations, suggesting that Preera is in a sense taking part in societal improvements in their daily business. The CEO's answer to the question why Preera should be the one actively improving and not leave it for society to handle, was; of course, we should, we are a part of society. This mindset seems to be one important factor to why Preera attracts their customers and employees. Preera gains long-term customer relationships from taking part in societal improvement.

5.1.2.1 Customer co-creation

Customer co-creation is when the customers are part of creating the offer that they receive or else involved in the innovation process of the product (Porter & Kramer, 2011). As the companies within the Framtiden Group has products that are integrated with the customer, the state of the product or the customer is directly affecting the other. Thus, the open meeting points between employees and customers are really paying off for Framtiden. The full integration that Gårdstensbostäder has, where tenants are sitting in the company board, creates a special relation. Since the customer is taking part in decisions concerning the company's projects, the customer satisfaction can be expected to be a given. Naturally it is not fully so, but the mindset of co-creation that Gårdstensbostäder is driving could be base for a new business model.

Preera's business can be seen as co-creation, since they create their assignments together with the customers and carry them out together with the customer (Porter & Kramer, 2011). In the same spirit as the Stop Look Wave campaign, Volvo actively educate their customers to drive more environmentally friendly, financially beneficial for the customer and beneficial for the society where the customer will drive their trucks. Volvo also offers driver education in other areas to ensure safe transports on the roads, diminishing the impact on both environment and society. Even though Volvo works closely to the customers and the close relations can provide a better base for making decisions that match the need of the customer, it cannot be seen as full co-creation as described by Porter & Kramer (2006).

5.1.2.2 Customer loyalty

Loyalty being a soft factor, it comes down to the personal perception of something to become loyal (Alderfer, 1969), and thus the personal relation between customer and company becomes important. Something that all three companies manage in different ways. A continuous contact and sharing with one's customers is the collective finding from the interviews to affect customer loyalty. Preera's work together with the customers and ensuring that it is shown in what way that they support them. Their societal and human approach is said in the interviews to be part in creating customer loyalty, but the most important factor as it seems is that the

customers see that they live up to what they preach. That they really do have the long term societal development goal and that it shines through in all that they do.

The companies in the Framtiden Group can measure customer loyalty in years that the tenants chose to stay in their apartments. This makes the true customer loyalty unsure. Even though the interviewees at Gårdstensbostäder point out that they have a low tenant turnover, this does not say much about customer loyalty per se, since the tenants in Gårdsten to a large extent suffer from socioeconomic problems. Meaning that even if they would like to move, they might not have the possibility to, which makes the level customer loyalty for Gårdstensbostäder untrustworthy. Even so, in other areas in the Framtiden Group, it seems like the efforts in changing the environment around the facilities, and the long-term perspective on developments in the vicinities, have had positive effect on the customer loyalty.

At Volvo, the employees work with finding a total solution for the customer, which indicates that they should have a close relation to ensure that the solutions they find match the customer's needs. From the interviews, it seems like the Volvo customers are not specifically interested in environmental vehicles more than for the image. This can show to be a challenge for Volvo, to maintain their customer loyalty when launching their new electrified vehicles in the future. One way to overcome this challenge, seem to be if compared with the findings from the other companies, to involve the customers early in the development and information about the paradigm shift.

5.1.3 Employee connection

The take on letting the employees be partners is also a sort of co-creation close to the kind Gårdstensbostäder is performing with their customers. But, Preera does not have customers in the board. Even so, this take on involving the employees in sharing the responsibility of the company's faith, seem to have a sound effect on the employees' performance.

By having close connections to the rest of society through projects such as Sverigestudien or the employees' personal engagement, Preera has a good understanding of what their employees think of different aspects of work and society. With the business being focused on improving people's lives through change, the knowledge acquired from society is useful when designing the best solution.

5.1.3.1 Employee output

In Framtiden, a clear empowerment of employees can be seen in the interviews, as they get freedom, mandate, and responsibility throughout the organisation.

It has been shown in the majority of the interviews that the employee output is believed to increase if one feels engaged in and passionate for one's work and for the company at large. The Volvo engineer lifts the fact that intriguing tasks at work are more important than the colleagues. This implies that, as can also be seen at Preera and at Framtiden, the mandate level of responsibility to influence by one's work is important for the employee output. This can be connected to the sense of fulfilment that according to Alderfer (1969) can create a spiral of engagement. The crucial factor mentioned in many interviews is that the employee is engaged by intrinsic motivation for this to be gained.

5.1.3.1.1 Better decisions

Letting the employees take larger responsibility will in theory also lead to better decisions being taken (Grankvist, 2009). This rings true in the interviews as well. The development manager at Framtiden mentions the importance of the right reason as more important than a good outcome of the decision. Although this can be challenging to accept short term, he means that a person making a mistake because of the right reason, will understand why it was wrong.

But the person doing something right out of the wrong reasons, will be damageable for the company in the long run.

For an organisation to embrace people with the right reasons, an openness and failure accepting culture must be in place. This will only be beneficial as long as there also is a culture of learning from one's mistakes.

5.1.3.2 Employee presence

From the interviews it has shown that mental health of organisation members has a tendency to improve when working in a well-functioning organisation and where one can work with one's own values. These health benefits lead to a decreased risk of the need of sick leave, something that is beneficial for an organisation both in terms of reduced staff costs, as well as an increased output in other areas.

5.1.3.3 Employee loyalty

With the internal branding being increased and showing that the company lives as it preaches, organisation members tend to stay loyal to the organisation and its brand. For an organisation, this leads to reduced employee turnover rate and that personal development create benefits for the own organisation. Employee loyalty also gives benefits such as auto-governance, brand diffusion, and flexibility according to the development manager at Framtiden.

As a result of letting employees work in a way that is aligned with their values, they also become proud of representing the company, as mentioned by the facility engineer at Familjebostäder. Many employees wear the jacket with the company logo privately, further spreading the brand. The communicator at Gårdstensbostäder also states that this value alignment is one major factor to why she stays in the company.

At Gårdstensbostäder all interviewees showed large engagement and loyalty for the local area. According to the CEO this is due to the small size of the organisation, short decision paths and closeness to the customers. The clear division of tasks and the well-defined responsibilities and mandates gives a lot of power to the single employee.

According to the junior consultant at Preera, the larger perspective and possibility to contribute to others through work is rewarding in itself, which can lead to that she stays longer at the company than if she would only have been rewarded with something physical. This is supported by (Pink & Erséus, 2010).

The interviewees at Volvo means that the fact that Volvo takes a stand for a better society, and that they get to contribute to developing the society for a better future is a reason for staying at Volvo through the years, even though competitors have offered new positions with higher wages. The fact that Volvo manages to make their employees feel that they are societally engaged can be a strong reason for a lower turnover.

5.1.4 Future shaping

As Framtiden has a long-term vision in a long-term investment industry, financial profits can be seen over larger periods of time, according to the development manager. From a bigger perspective, Framtiden is owned by the city, and thus efforts that reduce costs in other than the housing industry, can be seen as profits for the owners.

Framtiden Group has been pioneers within the housing industry in widening the area of their impact to develop areas outside their own premises. The development manager's explanation is that if the area around their premises looks bad, if the schools show bad results etc. it has an impact on the value of Framtiden's properties. Since the housing business has a long-time horizon for investments, the small investment in new park benches in the whole vicinity instead of just outside the block owned by Framtiden will raise the value for the whole area in form of

higher results in schools, higher sense of security, less vandalism, higher employment rate etc. (Nilsson & Wadeskog, 2015). Even though this also raise the value of other house owners, Johansson (2017a) means that this only is positive. If the other owners see that the value is rising their urge to maintain this new higher value (Nilsson & Wadeskog, 2015). The development manager also means that it is a matter of changing old perspectives. If Framtiden can show other housing companies their success in raising the value of their properties through taking a larger part in developing the society in which they operate, it might inspire others to do the same. Shaping the future is also part of Framtiden's vision; create a nicer place for all Gothenburg's society members. This suggests that Framtiden would gain trust from showing the citizens of Gothenburg, funding the municipality own company, that they live up to the vision.

The large challenge for the Framtiden Group now is the large amount of people that lack employment and the Swedish language. To change the future for these people and help them to gain work experience and hopefully gain them a real position, Framtiden has worked out a social requirement in their procurement process that enforce the purchasers to recruit a percentage of their workforce from locals in these vicinities.

Preera's vision is to actively be part in creating a better future. The CEO means that with their work, Preera is contributing to better leaders, and better leaders are part of creating a better future. Preera's pro bono project Sverigedialogen and Sverigestudien are both instruments for raising dialogs about values in the Swedish society (Preera, 2017; Preera et al., 2016). Swedish society in writing moment is polarised and since this year was the first that *Hatred* came up as a value that the Swedish people use to describe the current values in the Swedish society, open dialogs, and active measures to diminish the polarised gap have never been as important. With Sverigestudien, Preera wants to create awareness about peoples' values among Swedish companies and in that way, contribute to a more open and understanding future society. This will not only be beneficial for Preera as a company but for their employees and customers, to live in a more understanding society.

Volvo tries to be top of the line when it comes to safety and emissions, areas that are regulated by laws and becomes stricter over time according to the engineer. The CSR manager means that by having this focus and being in front of the law, they can gain advantages over competitors. For customers who value these performance factors high, Volvo can also gain a market advantage.

5.1.4.1 Local best fits of the societal actions

The Volvo customs manager tells that in India, the local Volvo departments created charity events on the weekends for their employees to help the locals with the needs in that region. This had both the effect that Volvo could help to build a stable society for where they could then operate, but also that they showed the people in the vicinity that they wanted to help and take part in the development of their city, building goodwill.

In Gothenburg, Volvo is one of the largest actors and they have combined development of the society with business opportunity. The interviewees mean that the electric bus connecting the two Chalmers campuses have been a success both for the city and for Volvo. In contributing in building the suspended cable car over the river will not put Volvos even stronger on the city map but also enable growth for other industries in Lundby creating a new city centre, integrating Hisingen more with the main land.

The interviewees from Gårdstensbostäder says that it is important that all involved employees and partners have a genuine interest in improving the society in the Gårdsten area. By having this focus, they can keep having the focus on Gårdsten and work for local best-fits.

5.2 Employee benefits from being personally engaged in society

As described in the previous section, many of the benefits gained from societal engagement is dependent on the state of the organisation members, and many of the benefits for organisation members directly influence the organisation. This section covers such benefits found.

Table 13: Individual benefits from being societally engaged

Individual benefits from societal engagement	Confirmed in interviews	Found in literature by the authors
Knowledge	yes	no
Values alignment	yes	yes
Fulfilment	yes	yes
Motivation	yes	yes
Creativity	indirect	no
Health	yes	no
Individual future shaping	indirect	no

5.2.1 Knowledge

By acting in diverse settings and facing new challenges, organisation members can gain much new knowledge. The added knowledge can be of benefit for themselves, but also the organisational benefits from having more knowledgeable organisation members.

“One of the frequent arguments against investing in professional development is “What happens if I train my people and they leave?” A better question is “What happens if you don’t train them and they stay?””

Quote 43: Different views on professional development by Williams (2013)

This gives something to think about, but it doesn't seem true for the companies investigated. Many of the interviewees value the opportunities of personal development and value driven work so much that they tend to stay only if they can develop.

5.2.2 Values alignment

The issues that Gårdstensbostäder has faced in the past have now become issues more common in whole Sweden and are now shown on national level in Sverigestudien 2017 (Preera et al., 2016). When working in an environment where ideology and morals is shaping the daily work and discussion, it can be argued that the employees’ values lie close to the values of the company and that the employees have internalised incentives to work (Friberg, 1975).

When working so close to society and seeing the direct effect that a proposed activity has on the inhabitants in their area is very rewarding for everyone at Gårdstensbostäder. All interviewees have a strong intrinsic motivation for their work (Amabile, 1998; Friberg, 1975), and everyone interviewed expressed a need to be able to give back to society which inclines that they are past the transformation stage in Barrett’s Values model (Barrett, 2014). With clearly defined vision of contributing to the well-fare of everyone living in the Gårdsten area, it is easy for the employees to connect and feel that they contribute to societal development at work. By being a values-driven organisation (Barrett, 2014) the employees at Gårdstensbostäder feel fulfilled and intrinsically motivated by the work tasks.

At Preera the values of the employees highly match the values of the company, there is a large will to serve others and a sense of a higher purpose. Preera works with CTT created by the Barrett foundation and are well aware of how values affect them. According to Barrett (2014) the match of values between company and organisation members is crucial for building values-

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driven organisations. Preera is a values-driven organisation since the values of the employees match the values of the company (Barrett, 2014).

All three interviewed at Preera are on the Safety level in Maslow's hierarchy of needs (Maslow & Frager, 1987) due to that they are self-fulfilled by helping others. Preera is also an example of where they have reached the higher-level regenerate energy to sustain that level, making them want to help more people, the more they help (Alderfer, 1969).

The emissions engineer began to work at Volvo because the sense of more important tasks and as she mentions;

“The tasks are more important than the colleagues.”

Quote 44: Hallung (2017).

Her long-time desire to contribute to developing the transport business to become more environmentally friendly and be able to leave a legacy for the future, showing that her values put her on the service conscious level in Barrett's (2014) 7 levels model.

The connection between the Volvo interviewees' own values and Volvo's vision seem to be aligned. The fact that Volvo has managed to connect their *Why* to societal development and managed to communicate it out in the company not only shows that Volvo seem to have grasped the concept of the Golden Circle by Sinek (2009). This alignment gives the interviewees a possibility to reach the fulfilled level in Maslow's hierarchy of needs and may therefore be self-motivated at work (Alderfer, 1969).

5.2.2.1 Fulfilment

Fulfilment is the personal sense of satisfaction perceived by an individual. All interviewees from Framtiden say that it is fulfilling to get feedback on that their work is improving life for other people. It seems through the interviews that Familjebostäder work a lot with the issues brought up in Sverigestudien in the national level (Preera et al., 2016), through working with insecurity, integration, and social efforts to unite the people living in their areas with the rest of the society. The possibility to work with these questions have shown to be a driving force and motivation for most of the employees at Familjebostäder. The facility manager mentions the need to feel that she has helped her customers and the facility engineer lifts the importance of their job for the customers to feel integrated and to have something to live for. Both of these interviewees work in Bergsjön, an area with socio economic challenges, and thus involved in creating a secure community and offer new creative social platforms for their customers to integrate with one another. The direct need for their engagement might be a reason for them feeling fulfilled at work (Barrett, 2014; Maslow & Frager, 1987), and thus their motivation to continue to contribute can be expected to regenerate itself (Alderfer, 1969). These interviewees are not societally engaged outside work suggesting that their need for helping others is stimulated at work and thus get self-fulfilled at work (Maslow & Frager, 1987).

An interesting finding is that the CEO of Familjebostäder, who sits far away from the direct customer contact, is societally engaged outside work. In order to feel self-fulfilled he engages himself outside work. Even though he builds structures for Familjebostäder's societal engagement, this alone seems not to give the same satisfaction as being taking part in the actual actions.

The customer manager at Volvo, sitting on a more central role, does not seem to feel the same direct satisfaction from his daily work as the emissions engineer does, and is highly engaged in societal engagements outside work in Rotary. Even so, the fact that he has been able to contribute to society through work in his earlier positions in Asia seem to give him satisfaction in that he knows that Volvo, in the large picture, is contributing and developing society. This

shows how important the values alignment of the employees and the company are for the employee to feel motivated to stay (Barrett, 2014; Sinek, 2009). The CSR manager on the other hand sits on a central position but since he is directly involved in driving the societal engagement campaigns, this seems to be fulfilling enough for him.

Engaged employees, they need to feel that they are of service and doing something important otherwise it creates conflict among the employees. Have happened two times before. That some jobs did not feel as important as others and it influenced the employees not to feel as appreciated and meaningful, and thus did not like their job as much.

5.2.2.2 *Motivation*

Maslow (Maslow & Frager, 1987) and Alderfer (1969) describe motivation as the inner drive to satisfy an unsatisfied need.

The employees at Gårdstensbostäder all lifts the importance of being able to contribute to society through their work as motivating. During the interviews, it became clear that the employees at Preera are motivated of similar aspects. They have an internalised motivation of helping others in their work, leading to personal intrinsic motivation, so the tasks in their daily work are motivating in itself which also strengthens the internalised motivation (Friberg, 1975). For the senior consultant at Preera, the possibility to use her creativity and drive her own company on the side of her work at Preera is very important. She shows a large need for flexibility and trust from her employer to contribute to society in her own way (Amabile, 1998).

The interviewees from Preera all agree that they get energy from their engagements outside work, but that it would become "work" if there was a requirement to be engaged outside work. According to Pink (2010) this fact comes from the expectation in itself. That if they know that they would be rewarded for, or needed to be engaged outside work it would become something that is being done for the sake of the reward or the must and no longer for the engagement itself.

Different individuals get intrinsic motivation from different things. The sales manager at Volvo gets intrinsically motivated by just selling whereas the emissions engineer gets intrinsically motivated by knowing that she affects the world with her job. The important factor, mentioned by the customs manager is to be aware of one's group and the individuals within to be able to support them in the right way to foster their intrinsic motivation, and thus their creativity (Amabile, 1998). Even if the Volvo employees have different intrinsic motivation for finding energy to do their daily work, all interviewees from Volvo express that they feel proud of working at Volvo because of the company's connection to and development of society. This shows that they are motivated by their work in itself, and more importantly by what they at Volvo can achieve together, than wages (Friberg, 1975; Pink & Erséus, 2010).

5.2.3 *Creativity*

Creativity is built up by expertise, creative-thinking skills, and motivation (Amabile, 1998) Gårdstensbostäder's history of high unemployment, insecurity, and alienation from the rest of the society in their area seems to have had an influence on the people working there. The sense of working with something important is large and working close together with their customers they get direct feedback on what they do which may be a reason for why they are creative in their solutions (Amabile, 1998).

Even though it is challenging to work in such a challenging district, the sense of being valued is higher, which might be one reason for the employees at Gårdstensbostäder too be so happy at work (Amabile, 1998). There is a direct feedback from the customers increased by the fact that the customers are part of the board also increase the feedback stream and support from top down which encourage more creativity and new ideas.

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According to all three interviewees they all develop their creative thinking and acquire new knowledge from their societal engagements outside work, no matter how small and build on their creative thinking and expertise, infusing their creativity (Amabile, 1998). But most importantly the sharing of engagement for work between co-workers seem to infuse the sense of pride and the intrinsic motivation for the task at hand (Amabile, 1998).

There seem to be a stable supervisory support at Preera. As both consultants mention, there is a consistent and frequent dialog with management and the rest of the organisation members, which implies that Preera is fostering creativity in form of intrinsic and inherent motivation (Amabile, 1998; Friberg, 1975).

5.2.4 Health

Health includes both physical and psychological well-being. In many of the interviews it was mentioned that someone who feels fulfilled and happy with one's job also feels better personally. This could be connected to the societal engagement that the employees get satisfaction from that they know that they contribute through their job, and the perception of the interviewees is that it shows in less sick leave. This factor seems to be dependent of the passion and engagement that the employees' feel for their jobs.

5.2.5 Individual future shaping

Individual future shaping in this context is the individual's perception shaping their own and other individuals' future. The majority of the interviewees stated that they see their companies as part of society, and that one important factor for working there specifically was that they were societally engaged. This can be connected to the value of being part of shaping one's future. In the same way as it is important to feel mandate and responsibility for one's tasks at work, the fulfilment theory can show that it also is important for one's personal life as well (Barrett, 2014). Working at a company that is societally engaged means that the company affects the society in which the employee lives, and friends and relatives etc. The proud sensation and customer loyalty can be connected to individual future shaping, in the sense that one feels that they have the possibility to affect and make changes. That the person is involved in shaping the future for coming generations (Alderfer, 1969; Barrett, 2014).

5.3 Relations between organisational benefits and organisation member benefits

Based on the outcomes and discussions at the workshop, wanted effects in society have been connected to wanted effects in employees. These connections can be managed through shared value actions. Table 14 shows how these effects can be connected and which bridging activities that might be beneficial for this.

Table 14: Shared value between wanted effects in society and employees

Wanted effects in society	Shared value through	Wanted effects in employees
Environment	Free bike rental cards	Health
Economic growth	Creating jobs	
	International opportunities	Knowledge
Integration	Introduction to the Swedish society	Cultural awareness
Bigger impact	Freedom, responsibility & mandate	Fulfilment

5 Analysis of benefits from societal engagement

Following the thread from above, the findings from chapter 5.1 and 5.2 form part of human capital. As explained in chapter 3.5, intellectual capital is based on structural capital and human capital. The analysis of the employee benefits from societal engagement tend to verge towards freedom, knowledge and motivation which all are parts building up human capital. Combining Edvinsson's (2002) capital navigator, shown in Figure 5, with the findings in chapter 5.1 and 5.2 we get the result presented in Figure 10 below.

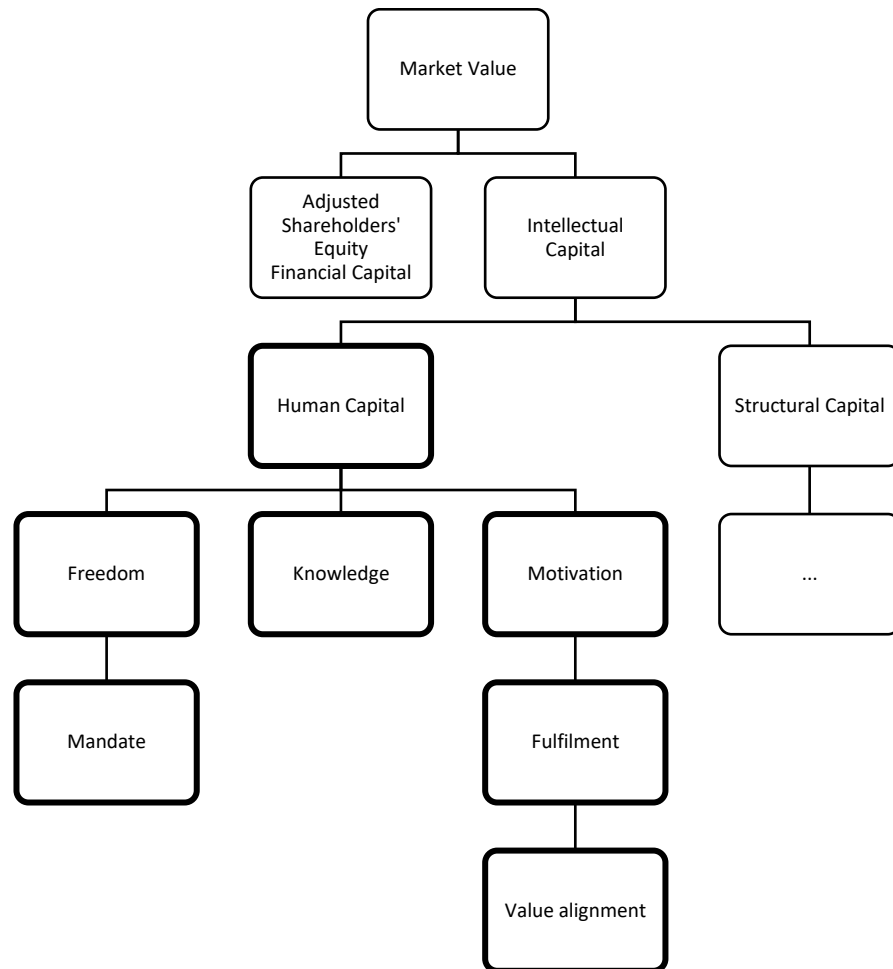


Figure 10: The Skandia intellectual capital navigator as presented by Edvinsson (2002, p. 99) extended with outcomes from chapter 5. Analysis of benefits from societal engagement(Azcarate & Enlund, 2017).

5 Analysis of benefits from societal engagement

6 Analysis of factors influencing benefits from societal engagement

As described in the chapter 5 Analysis of benefits from societal engagement, there are factors that influence the benefits of societal engagement for organisations and organisation members. To reach the benefits from societal engagement, these factors need to be addressed. It has been shown in this study that organisation members benefit from societal engagement, and that the organisation members benefits (OMB) have effects for the organisational benefits (OB). Therefore, this concluding analysis will begin with an analysis of the factors influencing the OMB and then continue with the factors influencing the OB. Since organisation members are part of organisations and organisations are part of society and all these three dimensions influence each other, the relationships are often circular and complex. To simplify and aid in following the analysis of the influential factors between the different dimensions, a schematic picture of the relations is shown in

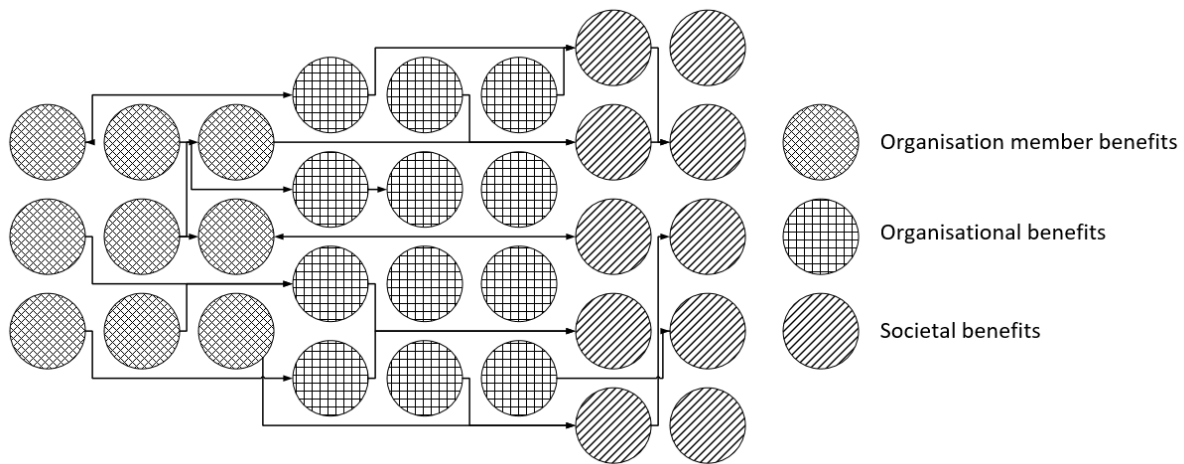


Figure 11: Benefit and factor relations between organisation member benefits and organisational benefits from societal engagement.

As the focus of this study is on the internal OBs from societal engagement, the societal benefits and their influential factors are omitted from this analysis. The full analysis of the factors influencing OBs and OMBs are shown in Table 15 and Table 16 respectively. The different factors do not always have the same impact and thus a coding for the level of impact have been made to simplify the understanding of factors influence over benefits from societal engagement: ++ indicates a strong direct influence, and + a direct influence. Blacked out cells indicates that the factor and benefit are the same and thus cannot influence each other.

6 Analysis of factors influencing benefits from societal engagement

Table 16: Table showing correlations between organisation member benefits and factors.

om = organisation members org = organisation com. = communication + = correlation ++ = strong correlation										
Organisation member benefits										
Knowledge	Future shaping	Fulfillment	Motivation	Health	Involvement	Inv. in soc. eng. through work	Values alignment	Creativity		
Factors										
	++							+	Has knowledge	om
	+	+						+	Has motivation	om
		+							Is fulfilled	om
									Is future shaping	om
		+						+	Is involved	om
								+	Achievements com.	om
		+						+	Inv. in soc. eng. through work	om
								+	Com. societal engagement	om
								+	Has knowledge	org
								+	Creates local best-fits	org
								+	Is values driven	org
								+	Co-creates w. customers	org
								+	Is future shaping	org
								+	Is vision alignment with om.	org
								+	Allows creativity	org
								+	Gives freedom, resp. & mandate	org
								+	Communicates achievements	org
								+	Communicates internally	org
								+	Com. its societal engagement int.	org
								+	Good internal brand	org
								+	Has open dialogs	org
								+	Has continuous discussions	org
								+	Has a feedback culture	org
								+	Communicates externally	org
								+	Com. its societal engagement ext.	org
								+	Good external brand	org
								+	Communicates	org

Below follows an analysis and discussion about the influential factors and their impact on the OMBs and the OBs from societal engagement.

6.1 Factors influencing the organisation member benefits gained from the organisations societal engagement

As illustrated in Figure 12 below, this chapter will focus on the OMBs and the factors influencing them. The factors influencing OMBs are categorised into organisational characteristics, communication of societal engagement, and personal factors.

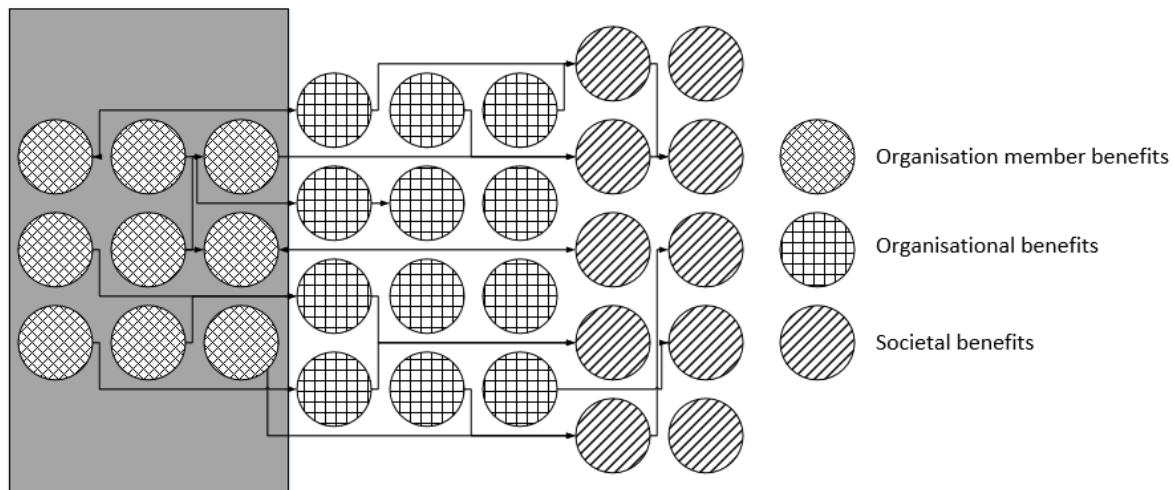


Figure 12: Benefit and factor relations between organisation member benefits and organisational benefits from societal engagement with organisation member benefits highlighted.

An in-depth analysis of what factors that influence the OMBs is shown in Table 16. These factors influence the different effects in different ways and below a discussion of how they influence, and what is important for it to have a positive influence.

6.1.1 Organisational Characteristics

Being part of organisations, organisation members are influenced by organisational characteristics. In Table 17, the organisational factors and their influence over individual factors are presented, and their possible effects are discussed below.

6 Analysis of factors influencing benefits from societal engagement

Table 17: Organisational and organisation member factors' influence over organisation member benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	++ <i>strong influence</i> + <i>influence</i> (+) <i>possible influence</i>
Values-driven organisation	++ Involvement in societal engagement, Values alignment + Individual future shaping, Fulfilment, Motivation
Vision alignment	++ Fulfilment, Individual involvement in societal engagement + Individual future shaping, Motivation, Individual involvement
Allows creativity	++ Involvement in societal engagement, Individual creativity + Motivation, Individual involvement, Values alignment with the company
Freedom and clear distributed mandate	++ Individual future shaping, Involvement in societal engagement + Fulfilment, Motivation, Values alignment, Creativity

Many theories used for this study concern the importance of values and the interviews show that having a structure and culture that support a value driven organisation, strongly influence OMBs positively. These leadership and cultural aspects influence the personal values alignment with the organisations values. This is due to that values based organisations normally communicate and involve through a culture of open dialogs about values, which help to value align organisation members and organisation (Barrett, 2014). The values driven organisation also shows a strong influence over the personal involvement in societal engagement. As was found in the interviews, the more the employees feel that their values are aligned with the organisations, the more they can feel fulfilled and motivated. The more they are willing to engage in society through the organisation and by themselves. Values based organisation culture also influences the individuals' sense of possibility to shape their own future. If the values are misaligned there is a risk for negative influence on OMBs, and have a negative effect on the organisation as a whole. This urges for an open culture where values are often discussed of and shared. It is important that the culture allows for different values as well, as found in the interviews. If there is a culture of too much consensus, organisation members might withhold ideas, opinions and input that is important for the development of the organisation.

One of the prerequisites for achieving a successful value driven organisation is vision alignment. Vision alignment in itself strongly affects the individual's fulfilment and involvement in societal engagements positively (Barrett, 2014). If the visions of the organisation member and the organisation are aligned, the interviews indicate that the individual will feel more willing to be involved in development of the company. Vision alignment was also found to strengthen both the inherent and internalised motivation (Friberg,

1975). It is also found in the interviews that having an aligned vision also will influence the organisation members sense of ability to shape their own future. For achieving vision alignment and a values-driven organisation, having a leadership and culture fostering open dialogs and a reward structure that supports favourable behaviour is needed. Creating and driving a values-driven organisation is a balance act where the leader shows the way through rewards and acknowledgements (Barrett, 2014; Pink & Erséus, 2010), but, as found in interviews, most importantly by acting upon the desired open culture.

If the organisation allows creativity, the individual creativity and willingness to be involved in societal engagement increases. A creative work culture also has a positive effect on the individual motivation and involvement in the organisations processes. It also provides a base for the individual to become values aligned with the company as found in the interviews. Since a creative culture fosters creativity, it will allow for the organisation members to explore their own values and find creative ways in which to align with the organisation.

If the organisation allows freedom and has a clear distribution of mandate it strongly affects the individual sense of possibility to shape one's own future and development as well as strengthening the possibility for individual involvement in societal engagement. If the organisation members are trusted to take their own decisions and clear responsibilities and mandates, it will be both more fulfilling and motivating for the individual to act and take part. The freedom and clear boundaries are also found to give space for creativity, and creates a better chance for values alignment with the organisation. It has also been mentioned in the interviews that mal-managed, freedom can have a negative effect for the employee output. As found in the interviews it comes down to the personal character of the organisation member, which amount of freedom to make own decisions that stimulates that person. This fact calls for a conscious leadership that has good knowledge about the personality of the organisation members well.

6.1.2 Communication of societal engagement

There is a difference between communication and information. The Oxford Dictionary defines communication as "*The imparting or exchanging of information by speaking, writing, or using some other medium*" and "*The successful conveying or sharing of ideas and feelings*". In this case, communication refers to information acquired by the organisation member.

Table 18: Communication in general's influence over organisation member benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	++ <i>strong influence</i> + <i>influence</i> (+) <i>possible influence</i>
Communication in general	+ Knowledge, Involvement, Involvement in societal engagement, Values alignment, Creativity

As shown in Table 18, Communication in general, informal dialogs, newspaper articles and other about the organisation, affects the individual knowledge and creativity (Amabile, 1998). It also affects the individual involvement and involvement in societal engagement as well as enabling values alignment. It is important to note that communication also can have negative influence if the information communicated is negatively inclined or merely does not match with the organisation members own view of the organisation, as mentioned in interviews. To avoid this negative effect, it is important that organisation lives up to the information shared, and that the information becomes communicated successfully.

6.1.2.1 Internal communication within the organisation

The organisation members view of the organisation is influenced by the internal communication within the organisation. Different types of communication and different sorts of information communicated has different influence over the OMBs as is shown in Table 19.

Table 19: Internal organisational communication's influence over organisation member benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	<i>++ strong influence</i> <i>+ influence</i> <i>(+) possible influence</i>
Internal branding	+ Knowledge, Involvement, Involvement in societal engagement, Values alignment, Creativity (+) Fulfilment
Societal engagement by the company	++ Involvement in societal engagement + Knowledge, involvement, Values alignment, Creativity, Fulfilment

Internal branding affects the organisation members in the same way as communication in general, see Table 15, but it also gives fulfilment if the values of the individual align with the message in the internal branding. This way, as discussed before, it can also have a negative effect if the individual values are not aligned with the organisational message. More important for the fulfilment of an organisation member, as found interviews, is the internal communication of the organisation's societal engagement. If the organisation dares to stand for and be proud of its engagement and role in society, it will strongly increase the will of the organisation member to become individually involved in societal engagement as shown in interviews. One example of unsuccessful communication are CSR reports that are produced because of obligations, and then are not used or referred back to in the daily processes. This makes them remain information, not communicated, and with no positive influence for the organisation members. To ensure that the information becomes communicated and beneficial, the factors open dialog and continuous discussion are important, displayed together with other string internal communication factors in Table 20.

6 Analysis of factors influencing benefits from societal engagement

Table 20: Communication culture aspects' influence on organisation member benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	++ <i>strong influence</i> + <i>influence</i> (+) <i>possible influence</i>
Open dialog	+ Knowledge, Involvement, Involvement in societal engagement, Values alignment, Creativity (+) Motivation
Continuous discussions	+ Knowledge, Involvement, Involvement in societal engagement, Values alignment, Creativity
Feedback	++ Knowledge + Motivation, Involvement, Involvement in societal engagement, Values alignment, Creativity
Communication of achievements	+ Knowledge, Fulfilment, Motivation, Involvement, Involvement in societal engagement, Values alignment, Creativity

A culture and leadership continuously upholding an open dialog and continuous discussions will create involvement of the organisation members as well as enabling values alignment. An open dialog culture will also enable for acquiring new knowledge as well as boosting creativity. influencing their knowledge but also their creativity. Feedback is necessary for building knowledge and apart from the other benefits reached through open dialog and continuous discussions, also build motivation. This can be both positive and negative motivation depending on how the feedback is delivered. To ensure a common and productive feedback culture, the leadership needs to be a role model and show through action. In this comes communication of individual achievements. The leader can through communicating an individual's achievements give motivation and create involvement as well as generating a fulfilment. Acknowledgement is shown to be a very strong incentive builder (Pink & Erséus, 2010), and through communicating achievements connected to the strategy and in accordance with the organisations values, values alignment of the individual is fostered.

6.1.3 Personal factors

In the paragraphs above, there has been shown that many factors affect the personal factors individual knowledge, motivation, fulfilment, involvement and involvement in societal engagement and future shaping. But these factors also influence the personal benefits as shown in Table 21.

6 Analysis of factors influencing benefits from societal engagement

Table 21: Personal factors' influence over organisation member benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	<i>++ strong influence</i> <i>+ influence</i> <i>(+) possible influence</i>
Individual knowledge	++ Individual future shaping + Individual creativity (+) Fulfilment
Motivation	+ Individual knowledge, Individual future shaping, Fulfilment, Health, Involvement, Involvement in societal engagement, Creativity
Fulfilment	++ Motivation, Health + Future shaping
Individual future shaping	+ Fulfilment, Motivation, Involvement, Involvement in societal engagement, Values alignment
Involvement	+ Knowledge, future shaping, Values alignment
Involvement in societal engagement	+ Knowledge, Future shaping, Fulfilment, Values alignment, Creativity (+) Motivation, Health

Personal knowledge strongly affects the individual's possibility to shape their own future and has a positive influence on individual creativity (Amabile, 1998). It can also have a positive influence over the organisation members sense of fulfilment due to the possibility to take own initiatives that knowledge enables, but this is depending on the organisational culture for initiative taking in the organisation. Personal motivation influences many OMBs; knowledge, ability to shape one's own future, willingness to be involved in general, and to be involved in societal engagement. Motivation also influence the sense of fulfilment and the individual health, as well as creativity of a person. A person who is motivated and feels fulfilled of their work seems, according to the interviews, to be healthier than a person who does not feel motivated by the job. Health refers both to psychological and physical health, and influence the OB employee presence.

Fulfilment in itself has a strong influence over health and motivation. A person who feels fulfilled by the values, the vision and or the tasks at work show to be more motivated and to be healthier. Fulfilment also affects persons' will and possibility to shape their own future, and being able to shape their own future also influences the sense of fulfilment creating a good spiral (Alderfer, 1969). Being enabled to shape the own future also generates motivation and with the power over the own development also generates a larger will to be involved in the development of the organisation and in societal engagement.

Through societal engagement, the organisation members can be part in shaping their own future, since societal engagement will affect their and their fellow citizens. Societal

engagement also affects knowledge, by building a closer relation to society and thus the impact and possibilities that the organisation can have for the surrounding vicinities and society at large. This study shows that engagement in society can help in becoming values aligned with the organisation members as well as influence their sense of fulfilment. This study shows a direct influence from societal engagement in this regard, but if the values do not align there might not be a positive effect. An example, if the organisation externally communicates participation in societal engagement and that does not align with the view of the organisation members it becomes whit washing. Something only done to look good. That's why motivation is regarded as indirectly influenced by societal engagement. If the organisation members agree and feel with the organisations societal engagement, it has a positive influence. If the values are not aligned, the societal engagement might have no influence or even a negative influence for the organisation members motivation. There has also come through in this study that if the culture around societal engagement is demanding and not managed properly, the requirement to be engaged can have a stress effect on the individual. As found in the interviews, people need to be engaged, and they need to see the results of their engagements, else they will do it privately and the benefits will be less for the organisation.

6.2 Factors influencing the organisational benefits gained from the organisations societal engagement

As illustrated in Figure 13 below, this chapter is focused on the OBs and the factors influencing them. Organisational characteristics are those that are steered by the organisation and are part of the organisation's culture and structure. Throughout the interviews, several OBs were discussed. The factors influencing OBs are categorised into organisational values characteristics, characteristics related to way of working, creativity and freedom, communication, and organisation member characteristics.

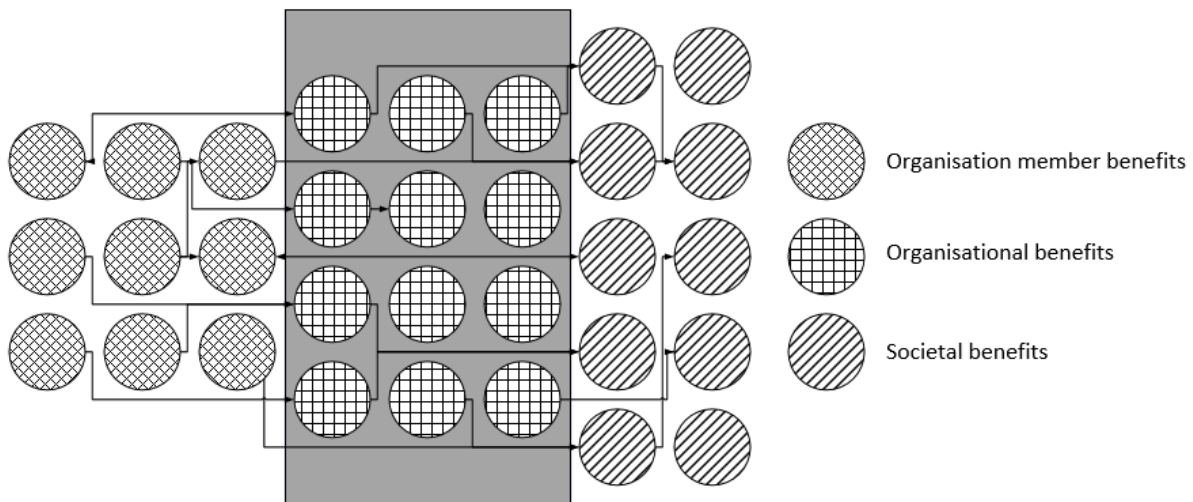


Figure 13: Benefit and factor relations between organisation member benefits and organisational benefits from societal engagement with focus on the organisational benefits.

6.2.1 Organisational values characteristics

The first organisational characteristics to be analysed are those connected to values and values-drive. These have been found to influence many of the benefits possible to gain from societal engagement. The effects of different values related characteristics can be seen in Table 22.

6 Analysis of factors influencing benefits from societal engagement

Table 22: Organisational and organisation member factors' influence over benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	++ <i>strong influence</i> + <i>influence</i> (+) <i>possible influence</i>
Organisational Values alignment	++ Employee loyalty + Organisational future shaping, Better decisions, Employee presence, Reduced structures and control costs, Internal communication, External communication, External brand
Values driven organisation	+ Organisational future shaping, Better decisions, Employee loyalty, Employee presence, Reduced structures and control costs, Internal communication (+) Customer connection, Employee output
Organisational Vision alignment	++ Better decisions + Future shaping, Employee output, Employee loyalty, Employee presence, Reduced structure and control costs, Internal communication, Internal brand, External communication

A values-driven organisation is something that can create many benefits (Barrett, 2014). To begin with, if the values of the organisation is matching the customers' values, the customer connection can improve. The same goes for the organisation members. If organisation members have matching values with their organisation, their work effort will be in the same direction as the organisation's intention, leading to an improved output. With the organisation being driven by common values, it also enables it to make coherent decisions that also is better aligned with organisation members and customers (Barrett, 2014). If aligned with organisation members, it is also believed that the loyalty of these will increase (Sinek, 2009). The alignment itself may also bring benefits such as improved communication leading to a sense of pride among organisation members which in turn can improve the external brand. As found in the interviews, if the organisation is values-aligned with its organisation members have also shown to influence an increased organisation member loyalty, even without being in a values-driven organisation. The interviews also imply that the leadership is important to enable this positive influence of values for the employee output. The Vision alignment is showing similar results, but even stronger correlation to making better decisions. This is believed to be true because a common and clear goal can steer an entire organisation, as mentioned by Amabile (1998).

6.2.2 Characteristics related to way of working

How organisations operate and what they offer their organisation members can differ greatly. However, some of the ways to operate seem to have common effects in all organisations. These effects are described below and summarised in Table 23.

6 Analysis of factors influencing benefits from societal engagement

Table 23: Involvement factors' influence over benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	++ <i>strong influence</i> + <i>influence</i> (+) <i>possible influence</i>
Involves all	+ Organisational future shaping, Better decisions, Employee loyalty, Internal communication (+ i.) Employee loyalty, internal brand
Organisational involvement in societal engagement	+ Local best-fits, Customer connection, External communication (+ i.) Employee output, Internal brand
That the organisation does societal engagement	+ Local best-fits, Organisational future shaping, Customer connection, Customer loyalty, Internal brand, External brand (+) Employee output, Employee loyalty, Employee presence
Does co-creation with customers	++ Local best-fits, Customer connection, External brand + Organisational future shaping, Customer loyalty, Better decisions, External communication
Create local best-fits	+ Organisational future shaping, Customer connection, Customer loyalty, Employee loyalty, External communication, External brand (+) Internal brand
Organisational knowledge	+ Local best-fits, Organisational future shaping, Customer connection, Better decisions, Employee output, Reduced structure and control costs, Internal communication, External communication

This grouping of factors consists of those related to involvement, societal engagement, and co-creation. This study has shown that an organisation can involve its organisation members in two ways; to have them actively participate, or by communicating progress to them. As long as the organisation members feel involved, it can boost the future shaping, increase organisation member loyalty and presence, and increase internal communication. To involve organisation members in societal engagement, can also increase the customer connection, create local best fits, and improve the external communication. In addition to all these benefits, from being engaged in society, an organisation can gain customer loyalty, improved branding, and possibly, employee presence and increased employee loyalty if aligned with the organisation member values. To do co-creation with customers is also correlating with many of the same factors, although stronger to those external ones; local best-fits, customer connection, and external brand. Create local best-fits also brings benefits of itself. Local best-fits can be seen to improve the customer connection as the connection to them is made locally, the external brand and customer loyalty as the solutions created will have a better fit to the customers. As have been found in interviews, and related to the discussion in section 6.1.2, this

positive influence comes back to the organisation through communication in general, perceived by the organisation members. Creating local best fits therefor also influence the employee loyalty and external branding and communication. To have knowledge in an organisation is important to reach many of the benefits seen as it can make all operations more precise and create more value in each action taken.

6.2.3 Creativity and freedom

A topic commonly discussed in the interviews of this study is freedom. To have the possibility to be creative in one's work is something that Amabile (1998) discusses in her article, and their also discuss that the freedom to solve problems in one's own way is important to reach the best results. Table 24 displays the influence of giving freedom and allowing creativity.

Table 24: Freedom, responsibility & mandate's influence over benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	<i>++ strong influence</i> <i>+ influence</i> <i>(+) possible influence</i>
Gives freedom, responsibility & mandate	++ Local best-fits + Better decisions, Employee loyalty, Reduced structure and control costs (+) External communication
Allows organisational creativity	+ Local best fits, Employee output

To give organisation members freedom, responsibility, and mandate, have a strong influence for local best-fits as it enables each individual to find the best solution for each context. It also enables better decisions, employee loyalty as they can work according to their own way of working, and reduce structure and control costs as less reporting and supervision is needed. The communicator at Gårdstensbostäder made it clear that freedom has a positive effect if it is given with responsibility and clear mandate to act. This is also confirmed by theory (Amabile, 1998). The responsibility as it may be needed to have the organisation members finish assignments and be responsible for correcting mistakes. To give mandate is needed in order to not lay unreachable goals on the organisation members, and avoid anxiety and ambiguity of the trust put upon them to live up to the responsibility. To allow creativity has been argued by the interviewees to increase the employee output, and allow for local best-fits as well, since solutions do not need to follow a certain method. Therefore, also the output will be influenced as the best solution always can be implemented.

6.2.4 Communication

Communication is a wide topic, and is here divided into several parts. Communication here is, as in section 6.1.2, meaning information received. Information sent out, that is not received (communicated), is useless, and therefore the receiving is the important to understand. Table 25 lists the communication related benefits.

6 Analysis of factors influencing benefits from societal engagement

Table 25: Communication factors' influence over benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	++ <i>strong influence</i> + <i>influence</i> (+) <i>possible influence</i>
Communication overall	+ Organisational future shaping, Customer loyalty, Better decisions, Employee loyalty, Reduced structures and control costs, Internal communication, External communication, External brand [+] Internal brand

Communication is important in all organisations. Communication overall has a positive influence over the organisational future shaping, and better decisions. The interviewees lift forward the importance of a culture that allows for an open and honest communication culture within the organisation for taking better decisions and better shape and develop the organisations future. It is also found that communication influences the possible reduction of structures and control costs, as well as the customer and employee loyalty. All kinds of communication influence other types of communication. To simplify the discussion, the communicational factors have been sorted into the sections external communication and internal communication.

6.2.4.1 External communication

External communication means the communication directed externally, like branding and customer communication. In Table 26 the communication factors influencing OBs are displayed.

Table 26: External communication factors influencing organisational benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	++ <i>strong influence</i> + <i>influence</i> (+) <i>possible influence</i>
Communicates externally	+ Customer connection, Customer loyalty, Internal communication, Internal brand [+] External brand
Communicates the organisations societal engagement externally	++ External brand + Customer loyalty, Internal communication
Good external brand	+ Organisational future shaping, Customer loyalty, Internal communication, Internal brand

Having a good external communication, influences the customer connections as well as customer loyalty. If there is no communication about the organisation, it means that no information about the organisation can reach the customers. Thus, external communication has an influence over the customer loyalty. The value of the influence depends on the alignment

that communication has with the customer needs and perception of the organisation. External communication also has a positive influence over the internal branding, but only if the communication is aligned with the employees perception of the organisation. Communication of the organisations societal engagement, has be found in the interviews to have a positive influence on the internal communication, as well as customer loyalty since it can affect the customer perception of the company. Here, it can have a negative influence of the societal engagement communicated does not seem to be aligned with the acts and efforts done by the company, which can be regarded as dishonest. In this way, it affects the external brand. Having a good external brand, influence in the same way as external communication but it also affects the organisational future shaping. Building trust in customers and assuring a strong brand can enable the company to shape the future of the business in a positive direction.

6.2.4.2 Internal communication within the organisation

Internal communication refers to all communication within the company. The internal communicational factors and their influence is shown in Table 27 and discussed below.

Table 27: Internal communicational factors influencing organisational benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	<i>++ strong influence</i> <i>+ influence</i> <i>(+) possible influence</i>
Communicates internally	+ Reduced structures and control costs, Internal branding, External communication
Communicates achievements	+ Reduced structures and control costs, Internal branding, External communication
Communicates to organisations societal engagement internally	+ Internal branding, External communication
Good internal brand	++ Employee loyalty + Reduced structures and control costs, External communication (+) External brand

This study shows that all internal communication factors influence the external communication. With the same reasoning as used in section 6.1, the organisation is its organisation members, and thus the all organisation members are ambassadors for the organisation externally. This enhances the importance of understanding how the organisation members perceive the company and their role in the organisation. Communication of the organisations societal engagement internally can have a positive influence for the internal branding and the organisation members perception of the organisation. This however, depends on the alignment of the organisations actual societal effort and the communicated version of it. If the organisation does not live up to its communicated image, it can severely harm the internal branding, and thus the employee loyalty. The leader's way of communicating is particularly lifted forward as the most influential for reaching a positive influence from internal communication in general. One example lifted forward was that if the leader does not act as it impose others to act, it can harm the internal brand and thus the employee loyalty, increasing the need for structures and control. Further, it is found in interviews that internal communication, communication of achievements and good internal branding enables a

reduction of structures and control costs. However, this depends on if the communication channels are efficient and there is a culture of open communication.

6.2.5 Organisation member characteristics

As stated earlier, every organisation consists of its organisation members, and the state of them is heavily influencing the state of the organisation. Therefore, it is important to be aware of and focus on the organisation member characteristics and their influence over OBs. A summary of the influential factors is shown in Table 24.

Table 28: Organisation member characteristics' influence over organisational benefits from societal engagement.

<i>INFLUENTIAL FACTORS</i>	<i>++ strong influence</i> <i>+ influence</i> <i>(+) possible influence</i>
Organisation member fulfilment	++ Employee presence + Employee output, Employee loyalty, Internal brand
Organisation member health	++ Employee presence + Employee output
Organisation member future shaping	+ Organisational future shaping, Employee loyalty, Internal brand, External communication
Organisation member Long-term motivation	+ Organisational future shaping, Employee output, Employee loyalty, Employee presence
Organisation member Short-term motivation	+ Employee output
Individual creativity	+ Employee output

It has been seen that values-related work can make a person fulfilled. Personal fulfilment most strongly influences physiologic health, leading to organisation member presence, and thus makes them less likely to go on sick leave. We also see that fulfilled organisation members contribute to a strong internal brand. The output also increases as a healthy organisation member will have a higher work capacity. As found in interviews, the loyalty to the organisation can also increase. As organisation members unconsciously strive to feel fulfilled (Alderfer, 1969), and if the organisation can support the fulfilment, they are more likely to stay. All this also leads to a better internal branding as organisation members will have a work-life matching their own wishes. Organisation member health is affecting presence and output in the same way as organisation member fulfilment. As could be seen in Sverigestudien (Preera et al., 2016), employee health is a desired value by employees.

The possibility for an organisation member to shape their own future goes hand in hand with the organisation's possibilities to future shaping. As previously mentioned, when values-aligned, the strive for certain future states will be common between organisation and organisation members. To be able to shape one's own future is also believed to increase the organisation member loyalty as the current workplace can satisfy the organisation member in a more long-term perspective. This also leads to an improved internal brand, and the external brand can thus also be improved if the possibilities are communicated externally.

6 Analysis of factors influencing benefits from societal engagement

Both short and long-term motivation gives better organisation member output, in the respectively short or long perspective. The individual creativity can also increase the output if the organisation members are allowed to use their creativity. Long-term motivation among organisation members have been seen to bring many more benefits as well. The organisation's possibilities to future shaping increases as people can stay focused on long-term visions and stay loyal also when working with difficult problems, also leading to organisation member presence and loyalty.

6 Analysis of factors influencing benefits from societal engagement

7 Recommendations for enhancing the gain from societal engagement

Table 15 and Table 16 show that there are certain benefits that are influenced by the same factors. These are clusters that can be grouped into *communication*, *engagement*, and *values alignment and values drive*. That there are clusters of correlations mean that multiple benefits can be achieved by a single effort. As an example of this, by adapting the communication channels to fit the needs of communicating societal engagement, also other benefits than those gained by communicating societal engagement can be reached.

An organisation and its organisation members can only work according to the culture and structures that are present in the organisation. To achieve most of the potential in each cluster, here follows recommendations to what organisations can do to make their organisational structure and culture increase the benefits from societal engagement.

7.1 Structure

The structures of an organisation include; *reporting path and hierarchy* and *communication* available to support the operations. Adapting these structure parts can enable the benefits in the areas of *communication*, *engagement*, and *values alignment and values drive* to be reached. All these categories of factors and benefits can be seen in Table 15.

The reporting path and hierarchy can be made more flexible to allow for freedom at work. The advantages of freedom can only be gained when the responsibility and mandates are clear. Vision alignment enables for trust in that the employees will take the decisions needed in each situation for reaching the vision. That's why the vision needs to be present constantly in all communication and shown in the culture. This study has shown that freedom at work is bringing benefits so great that it should be pursued.

The communication channels can be adopted to allow for more spontaneous talks. This allows for faster information spreading and better decisions. This structural change may only be a challenge in terms of putting new routines into place, but with the increased information flow, this should become less of an issue than it otherwise would have been.

What have been found to be important when it comes to structure is to allow for continuous discussions and to keep the vision present. A steady communication allows for honest upwards-feedback leading to better decisions. Vision and values alignment creates a possibility for trust and freedom, but also depends on clear mandate. If the organisation division of tasks is unclear, it creates anxiety and fear of taking decisions, diminishing the freedom. The structure must live up to the strategy and vision in order to be fully fitting to the organisation's needs. The alignment of organisation and organisation members can be established through e.g. reward systems and acknowledgements.

Good leadership have been mentioned multiple times as something that is the most influential factor when it comes to steering an organisation and to align organisations and organisation members. By showing by example and walk the talk, organisation members will often follow, and the behaviour wanted can be established. This have also shown to make organisation members more motivated as more energy is spent on creating results rather than just communicating the targets. An organisation is much more reluctant to build a cathedral if the leader doesn't.

Especially when it comes to gaining the untapped benefits from societal engagement, it is crucial that one lives up to the action so that the employees feel that it is for real. Otherwise all the internal benefits are lost.

7.2 Culture

This study has shown that the benefits gained from societal engagement can be retrieved through a culture supporting continuous discussions, open dialog and feedback. Through an open communication, the human contact and messages can be shared and passed forward. Structures can only be sustained if it is supporting the culture.

In an organisation that wants to generate a better employee output and creativity it needs to allow for failure and support through the mishap and show that one learns from one's mistakes. When the risk to take own initiatives and to go outside the box, organisation members will start to be more creative and create a better output. The allowance to fail also goes hand in hand with freedom and organisational support.

7.3 Conclusions

In today's society, it has become baseline to both organisations and citizens to care for environment and future generations, and the common citizen feel a need to contribute to others. Companies have understood the opportunities that this can have for customer relations, but few have explored the internal opportunities of societal engagement, and the benefits it can have for employees. This study ventured out to explore organisational benefits (OBs) and organisation member benefits (OMBs) that can be gained from societal engagement and how these benefits can be enhanced. Through this study of three companies in three different industries, and interviews with people in different levels of the organisations, it has been found that societal engagement can give many benefits for both the organisations and the organisation members. This study shows that societal engagement can contribute to stronger customer and employee connections, as well as better external branding and local best fits for the organisation. Through a further investigation of the OMBs from societal engagement it was found that employee fulfilment and motivation was enhanced if the employee felt part of the organisations societal engagement. This in turn showed to have a strong influence over the employee loyalty and employee presence which are important OBs. The benefits from societal engagement showed to be influenced by values and vision alignment between organisation and organisation members, as well as open communication and an including culture. To enhance both OBs and OMBs from societal engagement, a sense of involvement must be created within the organisation through both organisational structure and culture. To infuse the sense of involvement, management and leaders must lead the way in incorporation societal engagement in the daily business and communication, and connect the corporal vision with the societal vision.

8 Future research

During this study, several interesting aspects of CSR, CSR efforts, and societal engagement have been found. Some of these have been outside the scope of the study, but may nonetheless be important. Some of these findings are in form of identified gaps in existing research found, suggesting a need of further research. There are also data collected that have not been used in this study, that suggest ease of data accessibility, making it attractive to conduct research in the topics of the data. All of these recommended research areas are discussed below.

8.1.1 Motivation theories

Based on the search for theory on the topic of motivation, it was found that much research published are some 40 years old or older, or in large based on Maslow's theories. This suggest that new research in the area is needed. It has also been found that Maslow's theories are heavily misunderstood due to the inaccessibility to his entire research. After studying much of Maslow's theories, a very different understanding of it have been achieved compared to the knowledge gained from reading some of the many excerpts from the theories. This all concludes in that new and accessible data on motivation should be created.

8.1.2 Companies' societal engagement efforts

There is much research done lately in the topic of CSR, however, there are many companies currently expanding their societal engagement efforts and their view on CSR. This means that existing theories and case studies may become outdated in the near future, suggesting that the societal engagement efforts done in organisations and their effects should be continued to be studied to give a proper image of reality over time.

The largest gap in this regard was the lack of studies on CSR and societal engagement for its impact on organisations internally. Based on the outcomes from this study, there clearly are benefits to be gained internally and more studies should be done to fill this gap in theory.

8.1.3 Financial effects of societal engagement efforts

This study has created new understanding of the societal engagement and its effects in Sweden. One aspect not considered in this study is the financial gain from societal engagement. There was little theory on this topic and one reason might be that it is difficult to measure. One insight from this study is that the lack of financial measures for the societal engagement benefits might be a reason for few companies to investing in Corporate Social Opportunities.

8.1.4 Based on access to data

There is also a large opportunity in further investigating the branch specific benefits from societal engagement as well as branch specific societal engagement efforts. This study shows that it is easy to access data about societal engagements. The industries investigated in this study where engaged in several different ways. A further investigation of branch specific ways to create corporate social opportunities through societal engagement should be performed to aid more companies and organisations to become engaged and be part in creating a better society.

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Bibliography

Bibliography

Appendix I - Interview template

Swedish (original)

1 Inledning

- Vi läser Quality Operations Management Master Program på Chalmers
- Studien ämnar att se hur en positiv spiral i samhällsutveckling, drivet av företag, kan uppnås.
Med sociala engagemang menar vi insatser för att förbättra för omgivningen
- Studien kommer presenteras och publiceras på Chalmers i juni
- Är det okej att vi spelar in intervjun?
- Anonymitet?

2 Om intervjuobjektet

1. Vem är du och vad jobbar du med inom bolaget?
2. Vad fick dig att vilja söka dig till företaget?
3. Vad tyckte du skilde företaget från andra företag när du sökte?
4. Hur länge har du jobbat här?
5. Vad är din inställning till företaget så som det är idag?
6. Vad vet du om företags sociala krav (etik i affären och samhällsengagemang) och engagemang?

3 Om företaget

3.1 Mission

7. Beskriv i korthet företags mission?
8. Vad levererar ni till era kunder?
 1. Hur pass väl anser du att ni uppfyller er mission?
9. Vad skulle du säga är ert företags framtidsvision?
 1. Vad har ni för tidshorisont?
10. Vad skulle du säga är ert företags största utmaning i dagsläget?
 1. Och i långa loppet?

3.2 Samhällsmission, utöver missionen?

11. Vad har ditt företag för strategi och mål när det gäller samhällsengagemang?
 1. Vad är drivkraften?
 2. Varför gör ditt företag dessa samhällsengagemang?
12. Var hämtas ideerna i från?
 1. Top down, Bottom up?
13. På vilket sätt är företags mission kopplat till samhällsförbättring?
14. Hur sprids informationen om strategin för samhällsengagemang i organisationen?
15. Hur många timmar skulle du säga läggs på samhällsengagemang i ditt företag?
16. Hur stor andel av medarbetarna är delaktiga?
17. Hur många är delaktiga jämfört med möjligheten de har att vara det?

3.3 Samhällsnytta och engagemang

18. Vad anser du att ditt företag har bidragit med till samhället de senaste 5 åren?
19. Vilka olika projekt är igång just nu?
20. Vad har dessa haft för syfte för företaget?
 1. Kundkontakt? Baseline? Interna fördelar? Krav från medarbetare?

4 Interna effekter

Fördelar, förutom personalrelaterade, som företaget får

4.1 Av samhällsengagemanget

21. Vad anser du att organisationen får tillbaka av att vara samhällsengagerat?
 1. Hur sprids nyheter om engagemanget i organisationen?
 2. Till vilket syfte sprids det?
 3. Hur tas det emot?
 4. Hur mäter ni samhällsengagemangets värde? Finns det data som vi kan ta del av?
22. Vad är organisationens finansiella vinst från samhällsengagemang?
 1. Hur beräknas den?
 2. Varför beräknas den inte?
23. Vilka andra fördelar får företaget internt av att samhällsengagera sig?
 1. Vad har du själv upplevt?
 2. Hört talas om?
 3. Varför är dessa fördelar?
 4. Ranka vilka som är viktigast
24. Vilka strategiska fördelar finns det med att genomföra samhällsengagemang generellt?
 1. Hur har detta visat sig i era projekt? Ge några exempel?
25. Vad var fördelarna ni hade förväntat er?
 1. Vad blev inte uppfyllt?
 2. Vad blev extra?
26. Vilka var involverade i engagemanget?
 1. Varför?
 2. Hur påverkade det resultatet?
 3. Hur påverkar kulturen viljan att involvera?
27. Differentierar ni er på något sätt gentemot era konkurrenter tack vare ert sociala engagemang?
 1. På vilket sätt?
 2. Företagskulturmässigt?

4.2 Av ett förbättrat samhälle

28. Vilka samhällskomponenter påverkar er verksamhet?
 1. Hur arbetar ni för att bidra till en förbättring i dessa områden?
29. Vilka fördelar kan företaget få genom att samhället blir bättre?
 1. Hur avgör ni det? Finns det data eller med i någon rapport?
30. Vilka är incitamenten för att just ert företag ska engagera sig?
31. Vilka förbättringar i samhället gynnar er verksamhet?

5 Effekter på personal

Hur personal utvecklas personligt som är till nytta för jobbet

5.1 Av samhällsengagemanget

32. Hur tror du att anställda generellt påverkas av att företaget är samhällsengagerat?
 1. Motivation?

2. Stolthet?
3. Lojalitet?
4. Kunna identifiera sig med företaget även om man inte personligen är involverad i samhällsengagemanget?
33. Vad krävs av företaget för att ta tillvara på de fördelar som samhällsengagemang ger i de anställda?
 1. Incitament?
 2. Kultur som fångar upp?
 3. Kommunikation?
34. Hur bra är företaget på att ta tillvara på dessa fördelar i dagsläget?
 1. Vad skulle de kunna göra bättre?
35. Hur påverkas du av att ditt företag är samhällsengagerat?
 1. Motivation?
 2. Stolthet?
 3. Lojalitet?
 4. Kulturen?
 5. Kunna identifiera sig med företaget även om man inte personligen är involverad i samhällsengagemanget?
36. Hur har företagets kontakt med samhället bidragit till din vilja att jobba där du jobbar?
 1. Vilka incitament får de anställda för att engagera dig?
 2. Vad motiverar dig med ditt arbete?
 3. Har det förändrat kulturen i organisationen?
 4. Skulle en närmare konfirmation av att det du gör för andra öka din motivation/drivkraft?
37. Har du sett någon förändring i inställning mot samhällsengagemang på ditt företag under tiden du jobbat där?
 1. Hur har det påverkat din känsla av självuppfyllelse?
 2. Kultur?
 3. Hur arbetar ni med kultur kring detta?
38. Vad gör att du känner dig nöjd med det du gör på jobbet?
 1. Ledarskapet?
 1. Vad är en bra ledare för dig?
 2. Samhällsengagemanget?
 3. Kulturen?
 4. Vad påverkar din uppfattning av din insats?

5.2 Av ett förbättrat samhälle

39. Hur anser du att era anställda påverkas i jobbet av ett förbättrat samhälle?
 1. Trygghet? Stress?
40. Har du själv märkt av eller hört talas om andra företags involvering i samhället?
41. Vad har andras engagemang haft för effekt?
 1. Vad baserar du din uppfattning på?
 2. För dig personligen?
 3. Motiverad att själv bidra? Få ditt företag att bidra?
 1. Varför?

6 Effekter på individen

Hur personal utvecklas personligt som är till nytta utanför jobbet

6.1 Av engagemanget

42. Hur påverkas du, eller hur har du sett att andra har utvecklats av samhällsengagemang utanför jobbet?

1. Motivation?
2. Stolthet?
3. Lojalitet?
4. Entreprenörskap?
5. Större arbetsmotivation?
6. Välmående?

43. Vad motiverar dig till att engagera dig på jobbet och/eller din fritid?

1. Hur skulle din arbetsplats bättre motivera dig till engagemang?
2. Hur motiveras du i allmänhet?
 1. Vad skulle företaget och du själv kunna göra för att du skulle bli mer motiverad?

6.2 Av ett förbättrat samhälle

44. Hur har du utvecklats personligen genom ett förbättrat samhälle?

1. Fritidsaktiviteter?
2. Kreativ stimulans? Understimulans?
3. Trygghet?

45. Hur ser du att andra har dragit fördel av ett förbättrat samhälle?

7 Symbios

46. Vilka symbiotiska effekter anser du att det finns mellan företag, samhälle och individer?

8 Den goda spiralen

47. Vilka effekter kan företaget få ut genom att låta de anställda driva samhällsengagemang?

1. Motivation?
2. Entreprenörsanda?
3. Självuppfyllda anställda?
4. Nya rollen för ledarna?

48. Hur kan företaget på bästa sätt ta tillvara på de anställdas drivkraft från samhällsengagemang?

1. Inbyggt i kulturen?

9 Avslutning

- Nu när vi pratat en stund om detta, har du några egna ideer på hur ett företag bättre skulle kunna dra nytta av samhällsengagemang?
 - Interna stakeholders?
 - Motivation? Skaparglädje? Stolthet? Lojalitet?
 - Externa stakeholders?
 - Goodwill?
- Tack för att du var med! Vidare kontakt.

Appendix II - Interview template translated to English

English (translation)

1 Introduction

- We are studying the Quality Operations Management Master Program at Chalmers
- The study aims to see how a positive spiral in societal development, driven by companies, can be achieved.
- With social commitment, we mean efforts to improve the vicinity
- The study will be presented and published at Chalmers in June
- Is it okay that we record the interview?
- Anonymity?

2 About the interview object

1. Who are you and what do you work with within the company?
2. What made you want to search for the company?
3. What did you think did the company differentiate from other companies when you searched?
4. For how long have you worked here?
5. What is your attitude towards the company as it is today?
6. What do you know about your organisations corporate social requirements (ethics in business and community engagement) and commitment?

3 About the company

3.1 Mission

7. Briefly describe the company's mission?
8. What do you deliver to your customers?
 1. How well do you think you fulfil your mission?
9. What would you say is your company's vision of the future?
 1. What do you have for a time horizon?
10. What would you say is your company's biggest challenge today?
 1. And in the long run?

3.2 Societal Mission, in addition to the mission?

11. What is your company for strategy and goals in terms of community involvement
 1. What is the driving force?
 2. Why does your company do these community engagements?
12. Where did the ideas come from?
 1. Top down, Bottom up?
13. In what way is the company's mission associated with social improvement?
14. How is information about the strategy of community engagement in the organisation spread?
15. How many hours would you say about community engagement in your company?
16. How large a proportion of employees are involved?
17. How many are involved compared to the opportunity they have to be?

3.3 Societal benefits and engagement

18. What do you think your company has contributed to society over the last 5 years?

19. What different projects are running right now?
20. What have these been for the purpose of the company?
 1. Customer support? Baseline? Internal benefits? Employee requirements?

4 Internal effects

Benefits, in addition to personnel-related, that the company gets

4.1 Of community involvement

21. What do you think the organisation gets back from being socially involved?
 1. How is news about involvement in the organisation spread?
 2. What purpose does it spread?
 3. How is it received?
 4. How do you measure the value of social commitment? Are there any data we can share?
22. What is the organisation's financial gain from community engagement?
 1. How is it calculated?
 2. Why is not it calculated?
23. What other benefits does the company get internally from community involvement?
 1. What have you experienced yourself?
 2. Heard of?
 3. Why are these benefits?
 4. Rank which ones are most important
24. What are the strategic benefits of implementing community engagement in general?
 1. How has this been shown in your projects? Give some examples?
25. What were the benefits you expected?
 1. What was not met?
 2. What became extra?
26. Who were involved in the engagement?
 1. Why?
 2. How did that affect?
 3. How does the culture affect the willingness to involve?
27. Do you differentiate in any way towards your competitors due to your social involvement?
 1. How?
 2. Corporate culture-wise?

4.2 Of an improved society

28. Which social components affect your business?
 1. How do you work to help improve in these areas?
29. What benefits can the company get by making society better?
 1. How do you decide? Is there data or included in any report?
30. What are the incentives for just your business to engage?
31. What improvements in society benefit your business?

5 Effects on staff

How staff develops personally that is beneficial to the job

5.1 Of community involvement

32. How do you think employees are generally affected by the company's social commitment?

Appendix II - Interview template translated to English

1. Motivation?
2. Pride?
3. Loyalty?
4. Be able to identify with the company even if you are not personally involved in community engagement?
33. What is required of the company to take advantage of the benefits that community involvement brings to employees?
 1. Incentive?
 2. Culture that catches up?
 3. Communication?
34. How well is the company in taking advantage of these benefits at the present time?
 1. What could they do better?
35. How are you affected by the fact that your company is socially involved?
 1. Motivation?
 2. Pride?
 3. Loyalty?
 4. The culture?
 5. Be able to identify with the company even if you are not personally involved in community engagement?
36. How has your company's contact with society contributed to your willingness to work where you work?
 1. What incentives do the employees get to engage?
 2. What motivates you with your work?
 3. Has it changed the culture of the organisation?
 4. Would a closer confirmation that what you do for others increase your motivation / drive?
37. Have you seen any change in attitude toward community engagement in your company while you worked there?
 1. How has it affected your sense of self-fulfilment?
 2. Culture?
 3. How do you work with culture around this?
38. What makes you feel satisfied with what you do at work?
 1. Leadership?
 - i. What is a good leader for you?
 2. Community involvement?
 3. The culture?
 4. What affects your perception of your efforts?

5.2 Of an improved society

39. How do you think your employees are affected by the work of an improved society?
 1. Security? Stress?
40. Have you noticed or heard of other companies' involvement in society?
41. What has other people's dedication been to?
 1. What do you base your opinion on?
 2. For you personally?
 3. Motivated to contribute yourself? Get your company to contribute?
 - i. Why?

6 Effects on the individual

How personnel in-person development is beneficial outside the job

6.1 Of the engagement

42. How are you affected, or how did you see that others have been developed by community involvement outside the job?
 1. Motivation?
 2. Pride?
 3. Loyalty?
 4. Entrepreneurship?
 5. Greater work motivation?
 6. Wellbeing?
43. What motivates you to engage in work and / or leisure?
 1. How would your workplace better motivate you for commitment?
 2. How do you motivate in general?
 - i. What could the company and yourself do to make you more motivated?

6.2 Of an improved society

44. How have you developed personally through an improved society?
 1. Recreational activities?
 2. Creative stimulus? During Stimulus?
 3. Security?
45. How do you see that others have benefited from an improved society?

7 Symbiosis

46. What symbiotic effects do you think there are between companies, society and individuals?

8 The good spiral

47. What effects can the company get by letting employees run community engagement?
 1. Motivation?
 2. Entrepreneurial spirit?
 3. Fulfilled employees?
 4. New role for leaders?
48. How can the company make the best use of employees' driving force from community engagement?
 1. Built into the culture?

9 Conclusion

- Now that we've talked about this for a while, do you have any own ideas about how a company could better benefit from community engagement?
 - Internal stakeholders?
 - Motivation? Creativity? Pride? Loyalty?
 - External stakeholders?
 - Goodwill?
- Thank you for participating! Further contact.