Establishing an Environmentally Friendly Organizational Culture

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Date       March 11, 2014

Master in Management
Umeå School of Business and Economics
Master Thesis, one year, 15 hp
Abstract

The impact people and organizations have on the environment has been on the agenda in media for decades now. Still, very little research has been conducted in looking at what impact organizational culture can have when organizations attempt to become more environmentally friendly. For most organizations the environmental work is not part of their core business but rather something they work on at the side, if at all. Due to this, when an organization decides to implement an environmental vision and goals the employees may not adapt to it. This leads to the research question: How can an organizational culture be changed towards becoming environmentally friendly?

To gain insight in the topic we researched general organizational cultural change theories which we used as a foundation for the deep, semi-structured interviews we conducted with five organizations that have worked towards becoming environmentally friendly for some time, and all consider themselves successful in having an environmentally friendly organizational culture. The respondents are very different from each other in regards to both industry and size, and some of them are Swedish while others are international. We chose maximum variation sampling as it would help us identify common methods organizations us across their variations.

We found that to a large extent the same methods that are used for changing general organizational culture also can be used when changing the organizational culture towards becoming more environmentally friendly but that there are many adjustments to be made in which parts of the theories are most important. There is nonetheless a noticeable difference in the importance the different methods have and what the respondents emphasized as crucial. We found that the main drivers of motivation are communication and the importance of involving all employees in the environmental work. There is also a need to recognize and encourage employees for their work. All in all, however, the one method that stands above all other is what one of our respondents concluded with “The most important thing to do to create environmental change is to inform, inform and inform the employees”. The respondents highlighted the importance of making all employees feel like they are included in the process. That they understand the need for change is also something that seems crucial to getting people onboard. We also found that a lot of emphasis needs to be put on evaluation. Existing theory was however very weak in this area. We found tendencies of the organizations going through an environmental cultural life cycle where they start off the project, but maintain it poorly and hence every so often have to start over and therefore more focus therefore needs to be put into maintaining the cultural changes and not ever believe that the work is done. The work doesn’t end, but the environmental work and adaption is an ongoing process, even though the mindset of working environmentally can be permanently changed and built into the culture of employees.

Key words: Cultural change, environmental organizational culture, environmentally friendly, organizational culture
Acknowledgements

We would like to thank our supervisor for all of her help and useful input during our work with this thesis. She has given the best advices and always taken the time to answer our questions and give constructive feedback.

We would also like to thank our five respondents for allocating time to talk to us despite their busy schedules, and for being open and sharing the valuable information which was essential for this study to be made.

Hanna Nikolausson och Malin Nordbrandt
Umeå, March 2014
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1. Introduction

In this chapter the reader is introduced to the problem and purpose of this thesis. By giving a background to the problem, the chapter aims at creating an interest for the topic and explaining why it is highly important for the organizations of today’s world.

1.1 Problem background

1.1.1 Ethics, CSR and the Environment

There was a time when an organization’s sole purpose was to create profit (Collins 1973) but a lot has changed over the last decades and any organization today that doesn’t put ethics or environmental issues on the agenda will need to prepare to be scrutinized by stakeholders and the public eye. It’s hard to even open up a newspaper without reading something about environmental issues or business ethics (Orstadius, 2014; DN 2014). The financial crisis started in 2008 and has shown us that short-term thinking of organizations and can have ripple effects and cause economical, ecological and ethical crises globally (Boons et al. 2012, p 1; Porter & Kramer 2011, p 64). This has taught us that the way of doing business is in most cases not sustainable (Boons et al. 2012, p 1; Porter & Kramer 2011). We have started to question organizational ethics and profits, as well as laws and regulations in general.

Customers are becoming more demanding concerning where products come from and what impacts the companies producing the products have on society and the environment (Fernandez et al. 2003, pp 643, 647) and consumers increasingly buy more organic (TT 2014; Bojs, K. 2012). But what is business ethics? When trying to define ethics we see that it is closely related to moral (Philips 2006, p 68). There is a range of definitions of ethics with different extremes, where we find that the definition of ethical manner as following social rules, norms and standards of conduct are the most appropriate (Philips 2006, p 68). It needs to be kept in mind though, that ethics are not formal laws and therefore, to break an ethical rule is not the same thing as breaking the law. “In essence, ethical responsibilities refer to a corporation’s voluntary actions to promote and pursue social goals that extend beyond their legal responsibilities” (Carroll & Shabana 2010, p 95). This shows that business ethics is a very wide concept, within which the word that has now become the new buzzword of this century, “Corporate Social Responsibility”, or CSR, fits. For the purpose of this study, we use the European Commission’s definition of CSR. “the responsibility of enterprises for their impacts on society” (European Commission 2011).

There is evidence of organizations being interested in societal concerns even centuries ago (Carroll & Shabana 2010, p 85) However, it wasn’t until around 1950 that CSR formally became a topic for writers to research and it has since then been developed over the decades (Carroll & Shabana 2010, p 86). During the 21st century, it became more popular than ever and has kept evolving into a topic that many companies take into consideration (Carroll & Shabana 2010, p 88). Almost every large corporation has defined a CSR strategy and the question is really no longer whether to work with CSR or Corporate responsibility questions, but rather how to work with them (Beard 2011; Collier & Esteban 2007, p 26; The Economist 2008; Porter & Kramer 2011).
The more media recognizes ethical issues and governments implement laws concerning CSR, the more it becomes a topic in concern of the society and customers of the organizations, which creates a demand for organizations to have CSR policies (Beard 2011; Carroll & Shabana 2010, p 85; Collier & Esteban 2007, p 26; Fernandez et al. 2003; Moss Kanter 2010, p 42). At this point, organizations are starting to realize that taking responsibility for their actions and effect on society and the environment might very well become necessary for their “license to operate” (Collier & Esteban 2007, p 19) in the future. The pressure from stakeholders in their demand for organizations to engage in CSR is becoming increasingly pressing, and organizations need to find a way of doing this (Carroll & Shabana 2010; Collier & Esteban 2007, p 19; Fernandez et al. 2003). At first this might sound alarming, but studies have shown that the outcome of implementing proactive environmental work in the long run can generate a competitive advantage and extraordinary benefits (Carroll & Shabana 2010; Wolff 1998, p 307). Corporations are now realizing that being environmentally aware also makes sense business wise (Lynes & Andrachuk 2008, p 377).

We are hoping to get an answer to how organizations can create a more environmentally friendly organizational culture by working with environmental issues beyond what is required by law. This is interesting as implementing new policies costs money and time and there is no guaranteed benefit for the organization to gain out of it, except for possibly a better conscience. At the same time, could there possibly be advantages to be gained from having an environmentally friendly organization? Is there a possibility that it could lead to more committed employees?

When it comes to ethics, there is both the social and the environmental aspect of it. For this thesis we have chosen to work with only the environmental aspect as we find the topic interesting and more hands on. The concept of CSR is quite vague and different companies put different meanings into it. Overlapping concepts such as corporate citizenship, business ethics, stakeholder management and sustainability are also used (Carroll & Shabana 2010, p 86). We have therefore chosen to refer to ‘environmentally friendly’ in the rest of our study, rather than CSR, to stress that we are researching how organizations work with environmental issues, whether they also work with a more extended version of what they may or may not call CSR. If an organization wants to change the way of working, they need to ingrain the changes in the organization, that is, to change the organizational culture. For the context of this thesis, by environmentally friendly we mean that the organization does more than what is required by law to reduce environmental impact. Exactly what this means will be different for each organization, since our respondents operate in very different industries.

1.1.2 Culture is needed
It is one thing to come up with policies and programs for how an organization should act but to implement it and for the environmental program to be successful, the employees have to be willing to cooperate (Collier & Esteban 2007, pp 19-20, 22). How do you get all people in an organization committed to working ethically and with thoughts of the environment in their minds when making any strategic decisions as well as in their daily work? According to several authors the key to this problem lies within the organizational culture (Fernández et al. 2003; Govindarajulu & Daily 2004, p 366; Jabbour & Santos 2008, p 56). There has to be involvement in the
environmental aspects from the whole organization (Dach 2013, p 42). The organizational culture is a critical element of achieving a sustainable environmentally friendly organizational culture. The culture in an organization is “what a group learns over a period of time as that group solves its problems” (Schein 1990, p 111), the culture has to be learned, the employees share it and it is transmitted between employees (Duncan 1989, p 229). Culture can also be seen as group norms and the organizational climate, or as a “pattern of norms and values that cut across a whole social unit” (Schein 1990, p 109). The reason organizational culture is so crucial when implementing environmental policies is that the employees are the ones responsible for implementing the environmental policies in their daily work (Collier & Esteban 2007, pp 19-20). They are the link between the leadership of the organization and the resources and products of the organization (Collier & Esteban 2007, p 20). They are the ones who make things happen and if the employees are not environmentally friendly then neither is the organization (Collier & Esteban 2007, p 30).

1.1.3 Why is environmental cultural change implementation different from previous research?
Organizational culture is not a new topic, much has been written in the area and about how organizational culture is changed or created. So why would organizational culture concerning environmental issues be different? The answer is that environmental issues are more complex as they have to be solved by a group and not individually (Wolff 1998, p 306). “Environmental problems are genuinely interdisciplinary in their character and they are unusually charged with value and emotion” (Wolff 1998, p 306). Environmental challenges have in today’s society become an integral part of the uncertainties and risks in life that we cannot ignore; they affect daily actions and require reflection but are difficult to assess (Wolff 1998, p 306). This means that the values and emotions of employees have become highly important to organizations, due to the environmental problems in the world (Wolff 1998, p 306). It also means that focus can no longer be on creating a value for the shareholders, now the focus lies on the stakeholders (Wolff 1998, p 306).

Due to its complexity and the fact that it is such a multifaceted subject, environmental policies are difficult to implement in practice (Pedersen 2006, p 138). There is not much written to guide organizations in their implementation of abstract environmental concepts into their daily operations (Pedersen 2006, p 138). Smith (2003) summarized 59 organizational change efforts that had changed their culture and found that who the leader of the change is, leadership behavior and effective leadership strongly affected if the cultural change would be successful or not. The article of Smith did not relate specifically to environmental culture but is still has many relevant contributions for the topic. Price and Chalah (2005) also write an interesting article concerning environmental change management aiming at identifying key steps to improve the change. They don’t however connect it to environmental concerns but show that a well-planned policy is essential for success. Johnson-Cramer et al. (2007) conducted a study, using case studies, looking at how an organization that embodies several different cultures can work to change these, and found that the most useful tool was communication. Small (2006) looked at how the culture was changed towards being more ethical, meaning good and bad behavior, in three organizations, and found that values, a dedicated unit, discussions and seminars were the tools the researched organizations used. Fernández et al. (2003) made a very interesting study where they
integrated the literature of organizational culture and environmental management emphasizing the importance of organizational culture along with organizational involvement, training and motivation. However, they did not use qualitative or quantitative methods to support their findings. Also Guvindarajulu and Daily (2004) made a theoretical framework, theirs concerning employer and employee factors influencing the success of environmental performance, and found that factors such as commitment, empowerment, rewards, feedback and review are important.

Neither culture nor research about environmental policies implementation are new topics (Fernandez et al. 2003; Wolff 1998). However, the two have been developed and researched separately (Fernandez et al. 2003; Wolff 1998). Even though environmental concern has been a popular topic for some years it has had little effect on the research within management, meaning that there are still many areas within environmental issues and management that have yet to be more thoroughly researched (Fernandez et al. 2003; Wolff 1998). In the literature, organizational culture and implementation of an environmentally friendly culture are seen as two separate topics when in fact they can be closely related. Still, there is little research combining management and implementation of environmentally friendly ways of working.

The studies made are often theoretical with no description of the implementation process, which means that the solutions given are never utilized as organizations meet many problems with efficiency and adaptation (Wolf 1998, p 299). This simply means that authors have found that the organizational culture is important, but few have written how organizational culture can be changed to become more environmentally friendly and how an organization implements a new organizational culture. In the few cases researchers have written how the culture is changed no practical studies have been made. “Companies find themselves in urgent need of assistance” (Collier & Esteban 2007, p 19). With this discussion in mind we find ourselves with a research gap that takes us to our problem statement.

1.2 Problem
How can an organizational culture be changed towards becoming environmentally friendly?

1.3 Purpose
The purpose of this study is to increase our understanding of how an organizational culture is changed towards becoming environmentally friendly.

In order to address this purpose, we have the following sub-purposes:

- We would like to learn how approaches for changing organizational culture are used for organizations trying to become more environmentally friendly and how managers can motivate employees to become committed towards the organization’s environmental goals.

- With this study we intend to contribute to how organizational cultural change theory can be further developed to suit changes toward an environmentally friendly organizational culture.
1.4 Demarcations
We have chosen to limit our study to organizations with more than 500 employees, operating in Sweden. The organizations have to actively work with environmental issues and have an employee dedicated to environmental issues, an environmental manager or environmental coordinator. Sweden is an advanced country when it comes to working towards environmental work in organizations, which makes those organizations more suitable to answer the questions we have. We intend to conduct this study by interviewing the environmental managers in our respondent organizations, in order to get an answer to our problem statement and purpose.
2. Theoretical Methodology

In this chapter of theoretical methodology we will present our scientific view and give an explanation of our preconceptions of the topic environmental cultural change. We will also describe and discuss the method we have chosen for gathering theoretical material in order to approach the problem of this thesis.

2.1 Choice of subject and perspective

Both of us have a long and genuine interest in environmental issues and the impact people have on earth, an interest frequently fuelled by newspapers, TV news and magazines bringing up the topic. We also studied management and it came natural to ask ourselves how organizations work to implement environmental goals in an organization when it demands additional work from employees while the extra work is not part of the core business but rather voluntary to some extent. We argue that due to the nature of environmental work in organizations as a peripheral goal, it differs from other goals an organization may have. Another aspect is the personal relation employees have to environmental work, while some find it important, others still believe reports are exaggerated. Due to these two aspects, we do not believe it is as simple as other organizational changes such as new technology or a new organizational structure, but rather a need to change the organizational culture to always consider the environmental aspects in the daily work of employees.

There are many perspectives this thesis could be approached from; manager, employee, external stakeholder etcetera. As an issue can be understood differently by different people (Eriksson & Wiedersheim, 2001, p56), it is important to decide which angle to approach our research from. We decided to use the environmental manager’s perspective as we consider this to be a natural perspective to start from when so little is known about the topic of changing an organizational culture towards becoming environmentally friendly. As a result we will only get the environmental management perspective of the change process, and not get the whole picture of how the culture actually changed.

2.2 Preconceptions

Both Hanna and Malin have been students of the International Business Program at Umeå School of Business since January 2002. Hanna’s focus has been management and entrepreneurship, while Malin’s focus has been on marketing and management. However, neither one of us have taken any classes that related to the topic of this thesis. Hanna and Malin both always had an interest for the environment as well as management issues, and it came as a natural choice to combine the two of them for this thesis. Since we started writing this thesis Hanna has worked with sales for a bio-energy company as well as a company that sells and produces industrial cleaning products, something that further motivated the choice of writing about something related to environmental issues. Neither one of us has been part of changes in business culture, but both have been through organizational changes and take our personal experiences with us in this thesis by believing that changes are difficult to carry through and knowing that employees are often dissatisfied with the new situation. At the same time we believe that at least some employees, the ones with a personal interest, might actually welcome a change that means working in a more environmentally friendly way, granted that they agree with the environmental changes.
Hanna and Malin have lived abroad in big cities such as Sao Paolo, London, Santiago and Hong Kong, where we have seen and lived under the consequences of strongly polluted nature and air. This has further sparked an always-present concern about environmental problems and the effect organizations and the human life-style have on the environment, in both of us. We both also grew up in smaller towns in Northern Sweden, close to nature, which we believe have affected our view on environmental concerns and made us aware of environmental issues. Other than this we are, as many others, affected by news and reports and the constant discussion about the impact humans and our life-style has on the environment. We are both also personally committed to making environmentally friendly decisions in our daily life. We started writing this thesis in 2008 when we were still students, and have both since then further committed to environmentally friendly option. It is our belief that being an environmentally friendly organization will become more and more important by time, and that at some point all organizations will have to implement environmental control systems. We believe that many organizations are starting to realize the importance of the environmental work either due to a genuine interest or due to peer pressure. We are hoping to find out that this is as important to organizations as we believe that it is. We are also hoping to find out that organizations are genuinely working towards implementing environmental visions and not just having them to appear good. We are expecting to find out that organizations to some extent are using general environmental cultural change theories when implement the environmental practices. Though it is not within the scope of our problem and purpose of this thesis to look at the topic from an employee point of view, we are expecting many employees to be resistant and disagree with the environmental work their employer is implementing. By keeping these preconceptions in mind we are working to avoid letting them sway the outcome of this thesis.

With all this in mind, our preconceptions about environmental issues and how organizations deal with them are likely to somewhat affect the outcome of this thesis in the way the empirical material is collected, results are interpreted and analyzed etc. We believe that the way we see the world has been developed since birth through experiences (Johansson Lindfors, 1993, p 25). Through these experiences we have grown a preconception of what is right and wrong, important and unimportant, and this will form the way we think and act in different situations (Lundahl & Skär vad, 1990, p 60). Factors that will influence a person’s preconception of a topic can be divided into two categories: education and social based prejudices, which will affect the attitude a person has towards the world and problems (Holme & Solvang, 1997, pp 151-152). It is clear that preconceptions will influence the research and also the findings in a research, therefore it is important to be aware of the preconceptions we have and present these to the reader (Holme & Solvang, 1997, pp 151-152). To solve this problem, the best we can do is to explain the experiences we have that we believe might affect our research, an important factor when researching out of a hermeneutic scientific ideal and necessary for readers to be able to evaluate the research (Widerberg, 2002, p 26). By doing so the reader has the possibility to evaluate our thesis and understand our decisions and actions when working with it (Svenning, 2003, pp 12-13).

As explained our backgrounds are slightly different academically and much different professionally and thus our preconceptions about the subject differ. This will influence the interpretation of the material, but we argue it is positive since that means we are
looking at our material out of two angles, two minds interpreting the empirical reality differently. We have no preconception of what the methods for changing an organizational culture are, but do believe it to be likely that some of the methods used for changing organizational culture in general will be applicable for becoming an environmentally friendly culture as well. We believe that being environmentally friendly should be an important aspect within organizations, partly because of image towards stakeholders, but foremost because we believe that we cannot keep using the planet the way we are. We also believe that within a few decades every organization will have to become environmentally friendly, and that how to get to that point in an efficient way will be very relevant information for organizations.

2.3 View of Reality and Scientific Ideal
One purpose of this study is to increase our understanding of how an organizational culture is changed towards becoming environmentally friendly. This purpose is in line with the hermeneutic view where the key is to interpret and understand (Lundahl & Skärvad, 1999, p 60). The hermeneutic scientific ideal is used when the goal is to understand a social situation, to create an understanding of a situation where personal experiences are the source of the information (Lundahl & Skärvad, 1999, p 60). As very little has been previously written in our area of research, we believe that the only way of gaining an understanding is through analyzing people’s description of the process of cultural change towards becoming environmentally friendly. We want to understand how things are done and why they are done that way. We are well aware that in our process of analyzing our preconceptions will influence the answers we achieve. Since we are two people with different backgrounds working with this thesis, we will during our analysis be able to complement each other and find more in our empirical material than either one of us could have done alone. Having a hermeneutical view means that there is openness for interpretation and analyzing when dealing with texts, interviews, actions etc. are neutral and objective in their research (Holme & Solvang, 1997, pp 151-152). Our view of the world is subjective and like what Backman describes we believe that no two people will have the same perception of the world when studying it (1998, p 47). Generally the subjective philosophy is connected to research of social constructions and organizations (Johansson Lindfors, 1993, pp 54-59), which fits the purpose of this thesis.

The active view on humans is often connected to a hermeneutic scientific ideal, and means believing that each individual can make their own decisions and are free to do what they want when they want (Johansson Lindfors, 1993, pp 54-59). We strongly believe that each person is unique and has a free will to do whatever pleases them, but that they at the same time are influenced by social rules and norms. We believe that humans fundamentally have free will, but that they many times choose to act according to social norms for different reasons, such as the liking and approval of other people or because they believe that it is the right thing to do. This means that we believe people can be influenced but that they in every situation make active decisions. Our view on humans leads us to choosing a qualitative research with the person in focus, as each human is unique it is important to not treat them as if they are all the same (Widerberg, 2002, p 28). Nevertheless we also believe that humans despite their free will can be and are influenced by each other to a different extent, meaning that it is possible to make theories connected to different social phenomenon explaining them (Widerberg, 2002, p 28). We believe that every employee in an organization is able to make an active
decision to act or not act in an environmentally friendly manner. They can decide if they want to be part of an organizational culture or not, and if they want to contribute to it or not. Still, the more of their co-workers that decide to work towards the organizations environmental goals, the more likely we believe other employees are to be affected by this and join their work. When it becomes the norm in an organization to work in a specific way we also argue that the people not agreeing with the objectives still might act according to the norm as that is the socially acceptable way to do things. Due to the strong impact we believe that the organizational culture can have on employees, we argue that the managers’ job of implementing an environmental culture is very important.

2.4 Scientific Approach
When writing this thesis we started out by reading theories of organizational cultural change in general, and of organizational cultural change towards becoming environmentally friendly more specifically when possible, to form a theoretical framework. This is in line with the deductive approach, which means that the research process starts with writing the theoretical chapter and proceeds to gathering the empirical material, which can end in developing new theories (Bryman & Bell, 2007, pp. 9-13). On the other hand, when the worldview is considered to be subjective and the scientific ideal hermeneutic, the common scientific approach is inductive which means starting with gathering empirical data (Johansson Lindfors, 1993, pp 54-59). Bryman and Bell describes the inductive approach by saying that “with an inductive stance, theory is the outcome of research. In other words, the process of induction involves drawing generalizable inferences out of observations” (2003, p. 12), which also is suitable to the purpose of this thesis. This would mean that we are both inductive and deductive in our approach. Bryman points out that the different approaches, and their combination with the other aspects of research methods, should be seen as tendencies as they often occur and are useful in other combinations than the normal ones (2007, pp 9-13). We argue that our approach is inductive with deductive elements. Or as Johansson Lindfors would describe it, we apply to the happy medium (1993, p 59).

2.5 Literature Search and Review
During the review of nearly one hundred scientific articles some theories related to organizational change were reoccurring and a pattern became visible. The constantly reoccurring theories were motivation and commitment, communication through different channels, management behavior, visions and goals, and sustainability, all contributors when it comes to changing the culture of an organization. After we discovered this pattern we chose to continue looking for scientific articles more specifically within these fields. When looking for articles for out thesis we have searched in the databases Business Source Premier, Emerald and SWoBA using the following words: implement change culture, implement internal culture, organizational communication, cultural change communication, culture change organizational communication, communicating change, communicating implement change, sustainability culture, environmental sustainability, corporate social responsibility, culture Sweden, business ethics, organizational culture, cultural change, changing culture, implementation culture, culture strategy, environment, environmental, CSR, ethics culture, TQM implementation, total quality management implementation, organization, organizational, corporate, environmental management. We also looked at the reference list of articles we have found relevant for or area of study and through that
found a few interesting articles. Other than that we have looked through a few journals who specialized on topics interesting in our thesis: Journal of Greener Management, Journal of Business Ethics, Journal of Cleaner Production, Business Ethics Quarterly, Journal of Organizational Change Management and Journal of Business Communication. In business source premiere we used the list where you after you have gotten a result on you search words, can limit the area of research to narrow the search result. For our research we limited it to business. This application was very effective for narrowing down the search result. We also only looked at articles at a maximum of fifteen years back in time for the cases where we got many hits. When we started finding the same articles over and over again through our different search words and databases, we decided that we could stop looking for more articles, which is supported by Johansson-Lindfors (1993, pp 59-60). The number of articles we have read the abstract of and then ruled out is uncounted but far above one hundred. The number of articles we have in fact read is also a large uncounted number. The articles we have read and used, however, is an easier counted figure; around fifty.

An important aspect of the theoretical chapter is that if the research is to be relevant we can not only use theories supporting our ideas, meaning that also theories opposing the ones we “like” has to be brought up and discussed (Johansson Lindfors, 1993, pp 88-89). After searching through Emerald, Business source premiere, SWoBA, and several journals within CSR, ethics, environment and related topics, we found that no one had written an article similar to what we intend to write. However, there were some related theoretical articles written where no studies had been made, or where the studies served another purpose than the one in this thesis. For this thesis we decided to use theories both from these articles and theories of general organizational cultural change as we argue that the cultural change could be the key to succeeding. There are researchers who claim that the organizational culture has to be changed for the organization to become environmentally friendly (Fernández et al., 2003, p 641; Handfield et al, 2001, p 205).

We have combined both general cultural change theories with theories intended for cultural change or related issues within ethics, environment and CSR. In a few cases the theories we have found have had opposing opinions, in these cases we highlight the differences with a discussion.

We are well aware that there might be a risk of us overlooking and not including relevant theories. Still, in our theoretical chapter we have included all the theories we have considered relevant for the topic of the thesis, and argue that adding more would cause more damage to the quality of the thesis than the possible benefits.

2.6 Evaluation of Written Sources

The topic of culture and cultural change is not a new one, neither is the topic of ethics, CSR and environment. However, these two topics have been separately researched and only a small number of authors have written about it. Due to this many of the articles we used have not been directly connected to environment or culture, but often one of them or one of the sub-topics. We have chosen to only use academic articles in our thesis. The reason for this is that we wanted to use sources that were highly reliable which we consider ours to be as we have only chosen to use the ones which are peer reviewed. Primary sources are the ones which the author of the written text (or spoken) in fact made the observation them self (Johansson Lindfors, 1993, pp. 88-89). Knowledge within any topic might have evolved over time, hence have mainly use
sources that are no older than fifteen years. However, we do have sources older than that, which we have used as we perceive the information to still be accountable and of value for our research. The articles older than fifteen years are all articles we have found through looking in the reference list of articles we have used. We first started writing this thesis in 2008, meaning that when we started again in the fall of 2013 we had to update our theoretical chapter. As it turns out very little had still been researched within our chosen topic and we found no new theories to add but rather additional or new sources to information we had already written. As explained above, the chosen sources for the theoretical chapter has been evaluated according to how old the sources are, why they are written and if they are reliable (Patel & Davidson, 1994, p 55).

The fact that all of our sources for the theoretical chapter are written in English which is not our native language could be seen as a problem, as the risk for misinterpretation increases. Still, both of the authors for this thesis have lived abroad in English speaking communities, and both have also, as mentioned above taken the international business program at Umeå University which is a program given in English. Due to this we consider the risk of misinterpretation to be very small, as reading in English is as natural as reading in Swedish, at this point. Another weakness is that there are several occasions where the source is secondary, meaning there is a larger risk of misinterpretation. Whenever possible we have traced back to the original source and used that instead, but in some cases we have not found it and chosen to use the secondary source.

We wrote the theoretical chapter in 2008 before conducting the interviews, after which we did not change anything until 2013. When we started writing again 2013, we searched additional sources to ensure that our theoretical foundation was up to date. This is obviously not the best way to conduct research. To make sure we did not miss any important research we looked at articles published between 2007-2013, hence overlapping the publishing the time between our first and second search. There is a slight risk that we might have missed some information due to the inconsistent search, we however spent a lot of time looking for new sources and believe that we have found what was new and relevant to the research. Other than updating the sources, in 2013 we also added the paragraph 3.1 to the theoretical chapter, to explain how the topic of this thesis is different from general environmental certification implementation, as well as paragraph 3.14 to make it easier for the reader to comprehend the theoretical information. Other than that we have only changed a few wordings in the theoretical chapter. None of the mentioned changes would have affected the interviews or the interview guide.
3. Theoretical Foundation

During the review of nearly one hundred scientific articles some theories related to organizational change were reoccurring and a pattern became visible. Through this chapter we intend to give the reader an overview of the theories connected to changing an organizational culture. It remains to be seen if these theories are also applicable when it comes to environmental change. We will start by giving the reader a closer definition of what these concepts mean and why they are so important.

3.1 How Organizations Work to Become More Environmentally Friendly

Organizations are responsible to society for more than making money and acting in an environmentally friendly way may be seen as one of those responsibilities (Carroll & Shabana 2010, p 85). While there are many ways organizations can work to become environmentally friendly, implementing an environmental control system such as ISO is one of the more common ways. The ISO 14000 series was an attempt at developing an international standard for environmental management and is crucial in order to be able to cooperate with environmental production and reduction of damage (Poksinska, Dahlgaard & Eklund 2003, p 585). “The ISO 14000 family addresses various aspects of environmental management. It provides practical tools for companies and organizations looking to identify and control their environmental impact and constantly improve their environmental performance” (ISO 2014).

There are implementation strategies for the different ISO certification systems that organizations may use when starting to work with ISO certifications. In this thesis, however, implementation strategies for an environmental certification is not applicable for two reasons; we are focusing on organizations which have chosen to work with environmental issues further than what is required by any certification, and we want to find out how organizational culture can be changed in order for organizations to reach their environmental goals. Organizations are made up of people and together they make up an organizational culture that guides their norms, values and ethics of the organizations. Since environmental work is so connected to values and ethics, we argue that culture is what matters if you truly want to ingrain the changes in the organization. This is why we have chosen to take the culture approach rather than looking at different implementation strategies. We have also found that some of the things that influence cultural change is motivation and commitment, communication through different channels and management’s behavior. We will now take you through a deeper presentation of the importance of organizational culture.

3.2 The Importance of Organizational Culture

Organizational change theories are generally aimed at more structural changes. We focus on theories typically used for cultural change, since trying to create a more environmentally friendly culture is a more peripheral goal than reorganizing a whole organization. Cultural change, however, is often a ‘side effect’ of organizational change, that is, trying to change an organization can lead to a change of culture as well (Smith 2003, p 251). Cultural change is less about the core business, but more about changing the unseen, unwritten rules, the way things are done etc. To implement an environmental focus into an organization is different from other types of changes, as it is a secondary goal of the organization. Environmentally friendly organizations become
more and more important to customers, but since it will never be the core goal of an organization we, and other with us, argue that implementing environmentally friendly ways of achieving the actual core objectives of an organization requires an extra effort out of everyone involved. It requires a changed mentality and culture in the organization (Borland 2009, pp 562-564; Howard-Grenville & Hoffman 2003 pp 70-71). However, to create an organizational culture is neither easy nor done quickly (Andre 2013, pp 42-43; Epstein & Buhovac 2010, p 307; Kotter 2007, p 97), which is why our problem statement is highly relevant. Because of the reasons above we argue that to create or change an organizational culture is both difficult and time consuming.

But what is culture, really? A culture is about a group’s shared norms and values, which shapes how that group understands a situation and acts upon it (Howard-Grenville & Hoffman 2003, pp 71-72; Schein 1990, p 111). If this pattern of problem solving, acting and thinking is considered satisfactory, it will be passed on to new members of the group (Schein 1990, pp 115-116). An organizational culture also defines how employees are to treat each other and what their working relationship is like (Torrington & Hall 1995, p 114 in Price & Chahal 2006, p 238). It is the spirit, traditions and belief of an organization and it contains unwritten values and assumptions, which guide the daily work and behavior of employees (Sopow 2007, p 20; Torrington & Hall 1995, p 114 in Price & Chahal 2006, p 238). A culture is collectively constructed and maintained, and important factors are “occupational language, ceremonies and rituals, and myths and beliefs” (Brown 1954, p 6 in Price & Chahal 2006, p 238). This makes organizational culture a social glue which tells employees how they should act and what they should say, which reduces uncertainty among employees (Robbins 1996, p 687 in Smith, ME. 2003, p 249). Huczynski and Buchanan define an organization as “a social arrangement for achieving controlled performance in the pursuit of common goals” (2001, p.884 in Price & Chahal 2006, p 238) whether these goals are money driven or something else.

According to research, a will to become environmentally friendly must show in the organizational culture if the organization is to be able to improve its environmental performance. This, since the employees are the ones implementing the objectives and goals of an organization through their daily work (Fernándezes et al. 2003, p 641. Organizational cultures have adopted the desired values to give a competitive advantage in order to get successful environmental performance (Fernándezes et al 2003, p 640; Waddock 2003, p 118). An organizational culture is a very powerful and important contributor to whether an organization will reach its objectives or not (Andre 2013, p 42; Howard-Grenville & Hoffman 2003, pp 71-72; Peters & Waterman 1982 in Waterhouse & Lewis 2004, p 358). We argue that culture is the essential key to being successful in making all employees a part of environmental work, as some people will always be resistant to make the extra effort and the peer pressure from colleagues can influence them in a positive way.

Change is inevitable in an organization wanting to survive today. Sometimes change is initiated voluntarily and imposed by the organization itself, while other times it can result from external factors such as a change of technology or environment the organization operates in. This thesis deals with a voluntary change, imposed by the management in an organization. However, it is reasonable to assume that these changes wouldn’t have taken place, hadn’t it been for changes in the external environment, such as pressure from external stakeholders, governmental regulations etc.
“Cultural change is evolution, not revolution” (Bluestone 2011, p 21). Life in nature as well as in organizations is constantly subject to change. This is what drives evolution and the changes either adapt to their environment or fail. It is natural for people in organizations to resist change when the directives come from the top or externally. On the other hand, when the people affected by the change are allowed to be a part of the process and in shaping it, change is embraced and employees and managers are more likely to create new behaviors and structures and at the same time keep their identity (Dervitsiotis 2005, p 926). Whether a change is successful or not is in the end decided by the people who are affected by it and by their daily use and behavior. (Andre 2013, p 47; Franz 2004 pp 938-939) However, failure in implementing changes is usually due to poor communication and by not understanding the amount of training that is needed for the people involved. (Price & Chahal, 2006, p 237) The role of training when implementing a new culture will be explained later. The time and energy invested in creating an environmentally friendly culture can turn out to be a waste of time, unless the people that will be affected by it are involved properly in the process of strategy and decision-making (Azone & Noci 1998, pp 94, 102, 108; Handfield et al. 2001, p 205; Klassen & McLaughlin 1993, p 20). Changing a culture takes time and while new ways, processes and strategies can be introduced over a short period of time, it takes much longer to change the organizational culture to be in line with and support the changes (Bluestone 2011, p 20; Smith 2003, p 250). In our study, it is not a matter of changing the organizational culture completely, but rather to adapt it and make it a more environmentally friendly one. Changing a culture is definitely possible, but it is necessary to accept that the more deeply rooted a culture is, the longer it takes to change it. We will now take a closer look at the theories that are connected to changing a culture, which leads us to motivation and commitment.

3.3 Motivation and Commitment to Change the Organizational Culture

We have discussed that when introducing environmental values into an organization, the way to be successful is through changing the organizational culture. If the organizational culture will be changed is greatly affected by the motivation of the employees (Abraham et al. 1999, p 127; Fernández et al. 2003, p 641; Roddy 2011, pp 268, 271, 273). According to some researchers, employees are the ones who through their daily work have the ability to implement environmental practices and therefore the success of the environmental goals ultimately depends on the willingness of the employees to change their working patterns (Collier & Esteban 2007, pp 20-21; Hansson et al. 2003, p 997). Following this the question is what organizations can do to motivate employees and make them committed to the environmental values.

Motivation has been described as “an energizing force that induces action” (Meyer et al. 2004, p 992). In the context of this thesis, action would mean that employees behave in a way that is beneficial for the environmental goals of the organization. Motivation will influence the direction of the change and how sustainable it will be, how much of an effort the employees put into the environmental issues will be dependent on how motivated they are (Meyer et al. 2004, p 994). What motivates employees may be salary or other benefits, but if the organization is environmentally friendly which in itself can work as a motivating factor (Palmeri 2006, p 7). It will generally increase workers’ perception of the organization and will also enable it to attract employees of higher quality in the future (Valentine et al. 2002, pp 349-350).
When an employee is able to explain the environmental policies and their own part in it to someone else it shows a high level of understanding and commitment, which organizations should strive at achieving with their employees (Appels et al. 2006, p 248). Commitment is the factor generating energy in employees, activating their minds and binding them to a specific target (Argyris 1998, p 99). Without commitment it would be nearly impossible to achieve environmental improvement (Argyris 1998, p 99). The benefit of having committed employees is that they might not only do what is required of them to achieve the goals and visions put up, but willingly go further in their environmental work (Meyer et al. 2004, p 992).

Motivation and commitment are two concepts closely connected to each other. According to Meyer et al. (2004, p 994) “Motivation is a broader concept than commitment and commitment is one among a set of energizing forces that contributes to motivated intentional behavior”. Sustainable motivation is based on commitment; even though the broader concept of the two is motivation, commitment is the binding and enduring concept that stimulates motivation (Meyer et al. 2004, p 994). The foundation of motivation and commitment is understanding, which is created through education and policies (Collier & Esteban 2007, pp 20-24). This goes to show that motivation and commitment are two extremely important forces in the work towards creating an environmentally friendly culture. Even though most studies concerning motivation and commitment are based on cultural change and general organizational change, we argue that motivation and commitment are especially important when creating an environmentally friendly culture, when this change is not mandatory for the organization. This is why employees need to be motivated to change more than they would have needed for change due to revolutionizing technology or a restructuring of an organization.

Through reading an extensive amount of articles we have found that what induces motivation and commitment is communication through different channels. By communicating effectively, leaders can make their employees experience greater satisfaction (Madlock 2008, p 62). This in turn is likely to increase workers’ motivation and commitment to the organization. Thus, without communication, it is hard to keep employees motivated. We will now take a closer look at which role communication plays when trying to communicate the organizational culture.

3.4 Communicating the Organizational Culture

The importance of communication as a mean to keep employees committed during organizational and cultural changes is constantly stressed in the literature (Andre 2013, pp 45-46). There is an important link between communication, culture and change (Waterhouse & Lewis 2004), and we argue that when the change is due to a voluntary transition into becoming more environmentally friendly this is even more important as it is necessary that all employees understand why the change is being made and feel committed to participate.

If employees are not fully aware of the changes going on, it may cause confusion and lead to resistance to change (Jick 1993 in Klein 1996, p 32). This may occur although management has used a thorough communications strategy if employees do not fully
understand the need for change and how the change will affect them (Klein 1996, p 32). Communication is important during the whole process of change in order to maintain support from internal and external stakeholders and failure to change is usually due to people not understanding why the change is taking place and the goals not being clear (Smith 2003, p 260). For the change to be implemented successfully, it needs to be based on successful communicative interaction. Hence it is not enough to just communicate; the message also needs to be interpreted right by its receiver. A change in the culture of an organization must be driven internally by the communication of values and goals (Gróf 2001, p 193). This way, an overall strategic mode of thinking within the organization can be produced (Gróf 2001, p 193). If managers want employee commitment and loyalty to changes, they must communicate effectively (Andre 2013, p 44; Mayfield 2002, pp 90, 93). It’s important to keep in mind that changing an organizational culture takes longer than other organizational changes since shared beliefs, values, behaviors etcetera are deeply rooted in the members of the organization.

Whenever possible, face-to-face communication is preferable (Klein 1996, p 34). By communicating face to face, there is a two-way give and take that makes people feel more involved in the process that is going on (Klein 1996, p 34). The likelihood of the sender and receiver understanding each other is greater as people taking part in the communication can also interpret the non-verbal parts of the communication. (Andre 2013, p 46). Communication coming from an authority is usually considered more legitimate by employees and it is heavier both symbolically and practically (Klein 1996, p 35). It is clear that communication is key to changing an organizational culture in general. The ways to communicate change and the recurring methods we have found are Vision, Policies and Implementation Plan, Management Behavior, and Education and Training. This leads us to the next section, how to communicate the vision.

Communication is also essential for training and team building (Govindarajulu & Daily 2004, p 364; Jabbour & Santos 2008, p 54). Research has shown that internal face-to-face communication between management and employees can play a strategic role in an organization when it is based on the core values and combined with excessive training (Shong 2007, p 210). We argue that change is a matter of communicating with the staff in the right way in order to have committed employees working toward the same goal, no matter if it is a environmental goal or something else. When it comes down to it, what is any effort worth if it is not communicated to the people that will be affected by the change?

3.5 Communicating the Organizational Vision and Goals

To start the process of changing an organizational culture, a decision first has to be made and the decision is what will start the process of change (Bluestone (2011), p 21). Therefore managers need to create and communicate a vision where the new values and commitments are clear (Abraham et al. 1999, pp 114-115; Fernáñdes et al 2003, p 636 Price & Chahal 2003, p 242). According to Fernández et al (2003, p 636), they need to create a vision that will influence a culture to create and help the organization achieve the new goals. Managers’ role in the change process is dominant as they are the ones with the capacity to create a new and compelling vision for the organization (Abraham et al. 1999, pp 114-115; Stoughton & Ludema 2012, pp 507, 511). They are the ones responsible for the direction the new organizational culture will take, through creating the conditions for it (Kotter 2007, p 99; Price & Chahal 2003, p 242). To give the
organization a sustainable advantage, managers also need to involve employees when formulating the strategies for change (Fernández et al 2003, p 641). We argue that having a vision for the change is extremely important regardless if the change is environmental or of a organizational nature. Not having a vision makes it hard to set up goals and carry through change.

A vision gives meaning to people working within the organization and inspires them to support change (Abraham et al. 1999, p 124; Kotter 2007, p 99; Manning 2012, p 259). The long-term vision for change has to include short-term goals with reachable steps leading to achieving the vision (Kotter 2007, p 102). The vision shows what the change is leading to and a strategy for reaching it (Abraham et al., 1999, p 124; Kotter 2007, pp 98-99; Nadler 1981, p 197). Without a vision, the change has no direction (Kotter 2007, p 99). When a change initiative does not work out there are usually plans and projects, but no visions supporting them, which may confuse employees (Epstein & Buhovac 2010, pp 306, 313; Kotter 2007, p 99). At the same time the vision is only useful if it holds a meaning and is rational in the eyes of the employees, since it is from the strategic vision employees will decide the degree of involvement they are willing to have in the implementation of environmental policies (Abraham et al. 1999, p 113; Shrivastava 1995, p 942). If the organization manages to create an understanding and motivation for the new vision among their employees through efficient communication, the new vision will become part of the employees’ identity and influence the way the work is done (Dutton and Dukerich 1991, p 550). At this point in time, people are becoming increasingly aware of environmental changes in the world and the effect human life has on the environment. Still, actively working towards being environmentally friendly in the daily work is likely to require a very clear vision. Many people already know that being environmentally friendly is important, but there is still a big difference between working blindly towards becoming better, and in fact having specific goals and visions to target. We argue that a clear vision to support the wanted change is crucial.

A lot of communication is needed to support the vision (Abraham et al. 1999, p 114). In examples where changes have been made successfully, every communication channel possible has been used to communicate the vision (Abraham et al. 1999, p 115; Kotter, 2007, pp 99-100). It is not enough to just inform employees once and expect them to get the message, but instead it needs to be repeated through several mediums (Abraham et al. 1999, p 115; Kotter, 2007, pp 99-100). It is especially important that senior managers set an example and behave in a way that communicates the vision (Kotter, 2007, pp 98-100). According to Abraham et al. (1999, p 114), communication comes with both words and actions and leaders therefore need to “walk the talk” (p 121). We will return to the manager’s role later in this chapter. In order to make the change a success, people need to understand what is expected of them. Efforts often fail because of people not understanding the goals (Smith 2003, p 260). This may be especially important when making changes towards becoming more environmentally friendly since they are not part of the core business.

3.6 Policies

Policies are rules for the codes of conduct (Kantor & Weisberg 2002, p 688). They contain and communicate the values and core ideals of the organization (Evangelos et al. 2011, p 518; Fernández et al 2003, p 644). Policies can create a commitment to the
organization, increase effectiveness, a willingness for employees to report misconducts, and make it easier for both managers and employees to make environmental decisions and track performance (Collier & Esteban 2007; Stoughton & Ludema 2012, p 514). The policies will also make it easier for managers to know how to behave and be good role models, which in turn will positively influence employees’ behavior (Kantor & Weisberg 2002, p 688). When policies become part of the organization’s culture they will ensure that everyone works toward achieving the goals (Ross & Benson 1998, p 346). Managers need to communicate policies clearly and continuously to employees through different channels such as meetings and emails, as well as the effect on the organization and daily work (Fernández et al 2003, p 644). Information that is personally relevant in the way that it affects one’s job is more likely to be attended to and retained (Klein,1992 in Klein 1996, p 36). We argue that to have an environmental policy at a workplace is a something that is likely to affect all employees to some extent, whether it is through their immediate work or simply through recycling their lunch box.

Formal policies show that management is committed to improving the environmental work (Evangelos et al. 2011, p 518; Govindarajulu & Daily 2004, p 365). The policies should be written in a document that shows what the vision is, as well as contain an implementation plan and a plan for evaluations (Govindarajulu & Daily 2004, p 365). They should also be updated and contain a review of the improvements that have been made (Govindarajulu & Daily 2004, p 365). Again, if an organization lacks a clear vision for what it strives towards, there will be no incentives for the employees to be involved. We argue that policies can be comfortable for employees to rely on; something to point at when in doubt of what is right and wrong. But there is also a risk that employees get too comfortable and stop improving their work and only perform what is required from them according to the policies. Still we argue that the benefits of having policies by far outweigh the possible disadvantages.

3.7 Implementation Plan
When an organization intends to change the culture they need to present a documented change plan that justifies the need for change; an implementation plan (Andre 2013, p 43). When making the plan for organizational change, the change should be broken down to pieces so that it is not overwhelming (Andre 2013, p 43). One small piece at a time is easier to grasp, implement and measure, while the big picture and end goal should also be clear (Andre 2013, p 43). It should also include a vision, goal and objective for the organization to clearly show what direction the change is taking (Price & Chahal 2003, p 247). It should also contain a description of what the roles and responsibilities are for the managers who are responsible for the change (Price & Chahal 2003, p 248). There should be instructions for how the employees are to work to implement the changes, as well as a timetable for when different changes are supposed to be implemented (Price & Chahal 2003, p 248). “Failing to plan for change equates to planning to fail” (Atkinson 2010, p 35). To change a culture will take time, and when making the plan managers should be careful to not underestimate the amount of time that will be needed to be successful. (Andre 2013, pp 42-43; Bluestone 2011, p 21; Epstein & Buhovac 2010, p 307). Although the arguments stated above are based on general cultural change theories, we argue that it’s likely to be beneficial also when working with environmental cultural change. This as people still need to understand and
be convinced why the change is needed. If they do not understand and support the vision, goals and objectives of the change, implementation will not be a success, no matter what change we are talking about.

When creating an implementation plan and goals it is beneficial if the employees are involved as it promotes commitment and will make more sense to the employees (Hansson et al. 2003, p 999). In many organizations it has been beneficial to encourage employees to generate ideas for an implementation plan and areas of improvement (Hansson et al. 2003, p 1001). This works best in cross-functional teams and creates further involvement (Hansson et al. 2003, p 1001; Govindarajulu & Daily 2004, pp 367-368). The teams will be able to identify conflict areas and find solutions for approaching the organization’s environmental goals (Beard & Rees 2000, p 27). When an implementation plan is successful, employees are committed to the goals to the extent that they not only perform their tasks but also take on problems that are not required from them (Collier & Esteban 2007). We argue that environmental work is a matter that engages many people, and that it should be possible to have employees who exceed expectations if they are involved in the different aspects of changing the environmental culture.

An evaluation to follow up how well the organization has reached its objectives and goals within the timeframe stated in the implementation plan is necessary in order to identify problems and make the adjustments needed to improve the results (Andre 2013, p 43; Epstein & Rejec Buhovac 2010, p 308; Price & Chahal 2006, p 249). When it comes to environmental change we argue the evaluation is especially important so that employees always know how they are improving in relation to goals. It is especially important as it is not a part of their core business and hence the result may not always be visible in their every day work.

3.8 The Role of the Manager in Creating the Organizational Culture

An organizational culture is not changed over night or created by managers alone (Evangelos et al. 2011, p 518; Gebler 2006, p 31). It must be reflected in the ways of all employees (Gebler 2006, p 31), which is why it is essential for managers leading the change to understand the aspects of the culture and all the values and behavior that will be needed in order to create the new culture (Gebler 2006, pp 30, 32). How the managers in an organization act is highly important, as “businesses can be no more ethical than the persons who run the firms” (DeGeorg 1993 in Reeves-Ellington 1998, p 97). However, in our case, it is not a matter of creating a completely new organizational culture, but rather to turn an existing one more environmentally friendly. We mentioned earlier that making environmental changes might actually be more difficult, since it is a more peripheral issue, as opposed to the organization’s core business. We argue this makes it all the more important that managers are supportive and committed.

Managers should lead the environmentally friendly change and cannot delegate the work with changing a culture (Collier & Esteban 2007, pp 29-30). If they do not support the process they might cause it to fail (Collier & Esteban 2007, p 30). Committed managers will work to engage employees and all processes towards an environmentally friendly practice, show their own commitment and nurture employee commitment
through motivation and engagement (Collier & Esteban 2007, p 26; Epstein & Rejc Buhovac 2010, p 308; Hansson et al. 2003, pp 997 & 1001; Stoughton & Ludema 2012, p 507). This engagement includes senior managers and people in higher positions (Atkinson 2010, p 40; Collier & Esteban 2007, p 27; Stoughton & Ludema 2012, pp 511, 512). The challenge is to get these key people to work as a team (Kotter 2007, p 98). If they do not collaborate the change initiatives may work for a while, but are likely to fail in the longer run (Collier & Esteban 2007, p 30; Kotter 2007, p 98). Studies have shown that even though it is common to use consultants when changing an organizational culture towards an environmentally friendly one, it is not the best practice as the lack of involvement may become a problem (Fernández et al. 2003, p 641; Price & Chahal, K. 2006, p 249). Management involvement will be the difference between a halfhearted effort and truly changing something to become a natural part of the daily work. Still, we argue that there can be a point in having consultants helping out to get the change started, especially if the managers have no previous experience with changing the culture.

There are personal attributes especially important in an environmental manager. According to Price and Chahal (2006, p 249), their manager style has to be positive, while Fernández et al (2003, p 640) talk about the importance of openness to criticism. The manager also has to be open-minded and have an ability to inspire and encourage employees (Abraham et al. 1999, pp 114-115; Collier & Esteban 2007, p 30).

According to Abraham et al. (1999, pp 114-115), managers themselves need to believe in the new values and the culture they are intending to create. They must participate in the change and support it by tangible and intangible means such as money and communication (Abraham et al. 1999, pp 114-115). Their actions must be in line with the new values, reflect their willingness to change and they need to act as role models for the employees, as it will increase their motivation and commitment to the new culture (Abraham et al. 1999, pp 114-115; Andre 2013, pp 45-46; Collier & Esteban 2007, p 30). All managers in the organization have to show their dedication and involvement to the new values, including senior management, as employees see them as models of appropriate behavior (Abraham et al. 1999, p 114; Atkinson 2010, p 40; Evangelos et al. 2011, p 518). At the same time mid-level managers are more likely to be in touch with the employees and thus have the ability to affect the change process by e.g. rewards, feedback and personnel assignments; for implementation of change (Smith 2003, p 259).

3.9 Employee Involvement and Empowerment
It is significant that managers involve employees when making decisions and allow them to bring forward their ideas and suggestions, since they possess skills related to their work and in fact are the ones who will be affected by the decisions taken (Abraham et al.1999, pp 116, 125; D’Aprix & Tyler 2006, p 23; Fernández et al. 2003, p 643; Hansson et al. 2002, pp 997-998; Kitazawa & Sarkis 2000, pp 240-241; Perron 2006, p 552). To involve employees in the decision-making process combined with updating them on requirements and achievements will be factors motivating them to work towards being more environmentally friendly (Kitazawa & Sarkis 2000, pp 240, 241, 243; Perron 2006, p 552). Especially when it comes to environmental processes, employees’ involvement to find solutions for environmental improvements is very beneficial, as they are best both at identifying problem areas and finding solutions
(Andre 2013, pp 45,47; Kitazawa & Sarkis 2000), p 228-229, 241). This means that in situations regarding environmental concerns, managers should give employees more independence and trust to enable them to be creative and come up with solutions for problems, as this is likely to improve the environmental work of the organization (Epstein & Rejc Buhovac 2010, p 313; Govindarajulu & Daily 2004, p 366; Kitazawa & Sarkis 2000, pp 229, 241; Perron 2006, p 553). Delegating responsibility and empowering also gets rid of excessive management during environmental improvement changes and creates a participative culture among the employees (Govindarajulu & Daily 2004, p 366; Hansson et al. 2003, p 1002;). Employee empowerment is central if an organization wants to be sure their environmental goals are fulfilled and it is a good idea to delegate responsibility to teams of employees (Atkinson 2010, p 41; Govindarajulu & Daily 2004, p 367; Ichniowski et al. 1996, p 325). If an organization truly wants to be environmentally responsible this is a necessary step to make employees more motivated and committed (Perron 2006, p 552).

3.10 Feedback
To motivate employees for a change process, mutual feedback is key (Price & Chahal 2006, p 247). When employees give feedback to managers, they can analyze the feedback and understand what direction the process of change is taking (Price & Chahal 2006, p 247). Changing the organizational culture towards being more environmentally friendly is an ambiguous process in many ways. Since it is new to the employees, managers need to provide constant feedback regarding the objectives they are working towards achieving (Fernández et al. 2003, p 644). A continuous feedback where results are visualized will stimulate both parties to continue the improvements and the change process as well as ensure that environmental efforts do not come to a standstill (Hansson et al. 2003, p 1003). They need to be continuously updated on what impact they have on the environmental improvements and how effective their work is (Epstein & Rejc Buhovac 2010, p 312). Feedback gives managers a way to ensure that employees are aware of their responsibilities (Epstein & Rejc Buhovac 2010, p 312). Studies have shown that employees especially appreciate verbal feedback as much as other rewards and that this in combination with written feedback can help motivate employees further (Chinander 2001 & Ramus 2001 in Govindarajulu & Daily 2004, p 369).

3.11 Reward and Punishment
Most authors writing about cultural changes in terms of a sought after change from management perspective emphasize the importance of rewarding employees who perform their job well (Epstein & Buhovac 2010; Fernández et al. 2003, pp 646-647; Govindarajulu & Daily 2004). A rewards system can motivate employees to perform well in environmental practices and increase their commitment and responsibility (Epstein & Buhovac 2010, pp 312, 313; Govindarajulu & Daily 2004, p 368). In order to guarantee that the employees work to fulfill the environmental objectives there can be reward policies to encourage them and while the most motivating reward is recognition, even financial rewards are common (Epstein & Buhovac 2010, pp 312, 313; Govindarajulu & Daily 2004, p 368). When an organization uses financial incentives there is a risk of the rewards being perceived as unfair (Jabbour & Santos 2008, p 53). At the same time it is said to be the most strongly motivating reward, since it aside from motivating also affects the employees’ satisfaction of their job (Govindarajulu & Daily 2004, p 368). Other studies have shown that non financial incentives, such as extra days
off, a good parking spot, recognition awards and gift certificates might be more effective in encouraging employees to work in a more environmentally friendly way ((Epstein & Buhovac 2010, p 314; Bragg 2000 and Geller 1991 in Govindarajulu & Daily 2004, p 368). Still, rewards only function well when used in combination with clear communication, feedback and empowerment of employees when creating an environmental culture in the organization (Epstein & Buhovac 2010, p 314; Govindarajulu & Daily 2004, p 370). We are positive towards rewarding employees for exceptional performance. We argue that monetary rewards may take the focus away from the purpose of environmental work if it is excessive, and that the focus instead could shift towards working to get the monetary reward. It is an important aspect that the goal is for this work to eventually be fully implemented and rewards cannot be eternal, at which point employees should see the environmental work as a natural part of their work routine. We argue that rewards such as recognition is beneficial as it will encourage others and set a good example of how the individual employee can work to make a change.

Researchers found that the there was no correlation between reward and general change, but that when it came to cultural change the correlation was stronger (Smith 2003, p 258). This might be due to the complexity concerning cultural change, but also the fact that a strong organizational culture already exists and that it takes time to change a culture (Smith 2003, p 254). This makes some kind of reward a necessity to encourage employees to continue with the change (Smith 2003, p 254). It is important to celebrate short-term wins as they are needed for employees to stay motivated and committed (Kotter 2007, p 102). They create positive pressure to reach short-term goals along the way (Kotter 2007, p 102). Employees involved in the improvements should be recognized and rewarded accordingly (Kotter 2007, p 102). We argue that in spite of the possible benefits or drawbacks with rewards, it is not a method to be used by itself, but rather in combination with other theories for cultural change. Changing an organizational culture is time consuming and it could take many years before the new culture is actually implemented. This is all the more reason to make employees committed along the way when working for a more environmentally friendly culture.

Another method is punishment such as criticism, or negative attention (Govindarajulu & Daily 2004, p 369). It is possible that negative attention may need to be used to ensure that employees work towards the environmental focus (Govindarajulu & Daily 2004, p 369). Other authors claim that managers should avoid punishing employees when working towards changing the culture and reaching new goals (Abraham et al. 1999, pp 125-126). Penalties do not bring out the best in people, while a reward system and empowering employees will be a more positive force that will shape the behavior of the employees towards what the organization desires (Abraham et al. 1999, pp 125-126; Govindarajulu & Daily 2004, p 369). To communicate clearly to employees about the values of the organization in combination with rewards and punishment will affect how employees perform their daily work (Fernández et al. 2003, p 644). We do not believe in punishment for most part as we believe communication and education can solve most problems connected to employee misconduct. We argue that in the long run positive attention will be more effective than negative attention.
3.12 Communicating the Organizational Culture through Education and Training

Several researchers within environmental cultural change have emphasized the importance of training and education in order to achieve cultural change (Jabbour 2013; Perron et al. 2006; Hansson et al. 2003, p 1002; Borland 2009, p 554; Ravasi & Schultz, 2006). Due to the complexity of an environmental focus and the fact that being environmentally friendly is not a part of the core objectives of the organization, it may give employees more incentive to actually implement new environmental policies if they are given proper training and education.

Before starting educating and training of employees, managers have to carefully plan the curriculum to make sure that it aims at the new clearly defined objectives of the organization (Cook & Seith, 1992 in Fernándezes et al. 2003, pp 645-646). They have to make sure that enough information is gathered and ensure that the reasons for the change are clear (Cook & Seith, 1992 in Fernándezes et al. 2003, pp 645-646). When the desire is to change the organizational culture, training such as team building, benchmarking and brainstorming is helpful in combination with education and information (Begley 1996 and Woods 1993 in Govindarajulu & Daily 2004, p 366). The education and training should be focused on the topic, be simple, informal, make employees feel involved (Wehrmeyer 1996 in Jabbour & Santos 2008, p 53). It should also include all employees and managers in the organization (Banerjee 1998, p 149; Jabbour & Santos 2008 p 56). The purpose of the training is to motivate and integrate environmental practices in the organizational culture (Cook & Seith 1992 in Fernándezes et al. 2003 p 645; Jabbour & Santos 2008, p 53; Stoughton & Ludema 2012, p 512). If everyone is not included, the success of the initiative can be threatened, as it may make it seem less important to other participants (Fernándezes et al. 2003, p 644). If too much time passes between trainings they may forget what they learned, lose motivation and return to their old ways (Hansson et al. 2003, p 1002). Managers and employees need updates regularly and to be reminded of the importance of environmental objectives in order for the process to be sustainable (Hansson et al. 2003, p 1002).

Theory emphasizes that in order for a process of change to be successful, employees have to participate in the change (Perron et al. 2006, p 552). To create willingness for employee participation it is crucial that they understand the necessity for change and how it is carried through (Perron et al. 2006, p 553). Successfully implementing environmental values in the goals and objectives of the organization requires changing the organizational culture (Jabbour & Santos 2008, p 55). To manage this, education and training are necessary to ensure that employees are willing and able to work for environmental improvement (Fernández et al. 644; Govindarajulu & Daily 2004, p 366; Jabbour & Santos 2008, pp 53-54). This will make employees aware of why the goals are important for the organization, which increases their ability to change (Wong et al. 1998, p 244; Andre 2013, p 45). Employees will understand their own importance in reaching the environmental goals of the organization and feel more motivated to work towards them (Fernándezes et al. 2003, p 645; Jabbour & Santos 2008, pp 53-54). Through education and training employees develop an understanding for how they can contribute to the goals of the organization in their everyday work (Wright et al. 1999, p 564; Andre 2013, p 45). It will give them the knowledge they need to identify an environmental situation and act correctly without having to involve a manager (Fernándezes et al. 2003 p 648; Jabbour & Santos 2008 p 54). When employees feel that
the organization has invested in them it acts as a motivator for them to become environmentally friendly (Perron et al. 2006, p 558; Hansson et al. 2003, p 999).

3.13 Sustainability of Organizational Cultural Change

After an organizational culture has been implemented, there is still a lot of work involved with sustaining it and again, communication is very important (Ravasi & Schultz, 2006). There is a constant balance between the need for development and sustaining the successful new culture after the change (Burchell & Kolb 2006, p 34). Sustainability in an organizational context is a temporary stability in an otherwise dynamic setting (Burchell & Kolb 2006, pp 34-35).

As soon as a change has been implemented and has replaced the old behaviors and language, it reaches a stage of stability, which can take the form of ceremonies, formal practices, structures etc. (Ravasi & Schultz 2006, p 314). Sustainability can be supported by internal communication through distribution of internal magazines and other forms of communication connected to the new culture (Kotter 2007, p 100; Ravasi & Schultz 2006, p 438). It gives meaning to employees and works as an uncertainty reducer (Burchell & Kolb 2006, p 34). Sustaining the new culture has a lot in common with implementing it in the first place. If new strategies are simply pushed on the employees, they are unlikely to accept them and sustain the new culture in the long run (Franz 2004, p 955). In order for the change to be sustainable, it is also important to give both managers and employees regular updates, where they are reminded of the importance of the environmental objectives (Hansson et al. 2003, p 1002). The importance of getting the employees committed and the management to communicate with them must once more be stressed.

One way of enforcing the changes is to articulate and communicate how the new behaviors of the employees have led to improved performance (Kotter 2007, p 103). Careful attention must also be paid when recruiting new managers to make sure that their values are in line with the new culture (Kotter 2007, p 103). It may take just one bad decision from the top of the organization to destroy years of hard work (Kotter 2007, p 103). There is great danger in declaring victory too soon (Kotter 2007, p 10. The changes need to be embedded in the organizational culture, which is a process that can take years (Kotter 2007, p 102). Instead, now is the time to tackle new areas that have not been dealt with in the change and set up new projects in line with the vision (Kotter 2007, p 103). Until the changes are thoroughly rooted in the organizational culture, regression may occur as soon as the pressure for change is no longer there (Kotter 2007, p 102). “The culture must reside in the hands, hearts and minds of the staff in the business” (Atkinson 2010, p 41).

We have now given an overview of what we have found to be the most important theories connected to organizational cultural change and will end this chapter by giving the reader a short summary of the chapter, to recap the most important parts to remember from this chapter.

3.14 Summary

Before we move on to the next chapter, Practical Methodology, we would like the reader to remember a few things from this chapter. We started with explaining that
organizations can work with environmental issues in different ways, but that the most common approach is to implement an ISO system. We argued culture is extremely important for an organization wanting to change. Managers need to put in a lot of effort to make their employees motivated and committed to the new organizational culture. Communication plays an extremely important role and is the main theme overlapping all other theories. The importance of communicating cannot be stressed enough. The organization that wants to change the culture also needs a vision with goals and policies connected to it, so that it makes sense to the employees and they understand both which way the change is heading and their own role in getting the organization there. This is why it is also important to get the employees involved and make them feel empowered.

Feedback from management to the employees and the other way around is also very important. We talked about the importance of rewarding the employees for their work and also mentioned the controversy with punishment or negative attention. We took a stand that we do not support punishment in general, as we believe there are better ways to manage employees. Finally we talked about how significant it is to communicate with employees through education and training and the importance of including all employees in the training, so that everybody feels included and can make the right environmental decisions. Finally we talked about how to sustain a cultural change, that it is an ongoing process and similar to implementing it in the first place. Again, communication is of great plays an important part.

With this in mind, we will now move on to the next chapter, Practical Methodology, where we will give the reader an introduction to how our respondents were chosen and how our empirical material was gathered.
4. Practical Methodology

This chapter of practical methodology will explain how we chose our respondents, how the interviews were conducted, as well as an evaluation of the interviews. We do this in order for the reader to get as clear of a picture as possible of how the process of gathering the empirical material was carried out.

4.1 Method for Data Collection

Based on the purpose of this thesis we have chosen to gather our empirical material through a qualitative research approach. In this thesis we aim at gathering information, which will increase our understanding for how an environmentally friendly organizational culture is built. When the purpose of a research is to increase understanding, the qualitative approach suitable, as it allows us to create a deeper understanding (Holme & Solvang, 1997, p 14).

The qualitative method for data collection both refers to the method of gathering empirical material through observations or interviews, and is also the method of analyzing through understanding and interpretation of the empirical material gathered (Johansson Lindfors, 1993, pp 72-73). As the respondents through an interview are able to explain how and why they do what they do, and as they have the possibility to fill in the gaps where we might not even know to ask the question, the qualitative approach is beneficial for this type of research (Bryman & Bell, 2003, p 343-346).

4.2 Choice of Organizations and Respondents

To research how organizations can work towards becoming more environmentally friendly, it was a natural first step to find organizations working with environmental issues as they are most likely to be able to give us relevant information for our research and could be seen as benchmark. Holme and Solvang describe finding respondents who are able to answer the researched topic as crucial (1997, p 101). When conducting a qualitative research there is a point in generating a large variation and content of information through looking at extreme examples in order to find different paths to the same goal (Holme & Solvang, 1997, pp101-104). Patton describes this as maximum variation sampling which “documents unique or diverse variations that have emerged in adapting to different conditions. It identifies important common patterns that cut across variations” (1990, p 182). These descriptions suit our problem and purpose perfectly, as we want to understand how organizations work and find a wide range of information to do so. When selecting respondents we started off by considering what different lines of business would be interesting and compiled a list of areas; transportation, industrial production, education, energy production, services and retail. To find respondents within those areas we searched the Internet for organizations working with environmentally friendly issues, as stated above. In addition to that criterion we also looked for organizations that had worked with environmental issues for some time, so that they would have gained some experience to share. As mentioned in the demarcations the organizations also had to have more than 500 employees, an amount we chose as we believe a large size organization is more likely to have one or more employees dedicated to working with only environmental issues. We asked friends and family for help with ideas and connections. To achieve an amount of empirical data that would both give us enough variety of information to get an overview of how our
researched area while at the same time having an amount of data that would be deep enough to be able to draw valuable conclusions made us aim at finding four to six organizations to interview after much consideration. As Bryman and Bell argue, a challenge in qualitative research is the amount of empirical material (2011, p 571).

We chose to only interview environmental managers, as we argue they are the ones within the organization who are most likely to have substantial knowledge of the environmental work. We argue that they, to a larger extent than other potential respondents such as CEOs, mid-level managers or non-management employees, will be able to more thoroughly answer our research questions. Though all of them are likely to have a lot of interesting input, the environmental manager will be the one who has the most comprehensive knowledge of the organizations work, as well as being likely to have a wide range of knowledge such as both how the decision was made at top management level as well as how employees have reacted. Before selecting respondents, we made a list of other basic criteria necessary for the respondents in order for them to be valuable sources of information for our thesis. A key to finding valuable respondents is to choose them according to a set of criteria, based on the topic of the thesis (Holme & Solvang, 1997, p 101-104). This would give us the opportunity to not only analyze how organizations work towards achieving an environmentally friendly business culture, but also to see if there was a difference between different industries. The basic criterion was that the organizations worked with environmentally friendly issues. Our other criteria were that the organizations were large enough to have a person dedicated to working with environmental issues and that they had been working with environmental issues during different lengths in time; that the organizations were of different size, and that there were both Swedish and international organizations. We came up with a list of two respondents within each sector, a first and a second choice, twelve potential respondents. The method we used for finding respondents is best described as a subjective selection of respondents (Holme & Solvang, 1997, p 101).

When conducting qualitative interviews it is not a goal to be able to generalize the answers and therefore a consistency when choosing respondents is not relevant (Holme & Solvang, 1997, p 101). After gathering the list we called our six first hand choices. When we made the calls we asked if the organization had an environmental manager, which they all did, and we asked to talk to this person. In all cases we then asked the environmental manager if they considered the implementation of their environmental work successful, for them to be able to give us information we needed to answer the purpose of the thesis. Out of our six first choices four said yes to being interviewed for this thesis. The organization within the field of Air was not interested in participating in the interview, and the respondent within retail had already participated in many interviews for theses and did not have the time to do more. That meant we called two of our second choices from our list out of which one agreed to participate. The one respondent missing was retail, which we decided to proceed without. Our second choice within retail also claimed to have too many requests from students and declined participation.

It is important is to find respondents who are able to answer the questions we have and who have experience in the field, otherwise the empirical material will be useless (Holme & Solvang, 1997, p 101), which through fulfilling our criteria we argue that our respondents were. We have chosen to write this thesis out of an environmental manager’s perspective and hence chose to interview the manager responsible for the environmental work, the person who we drew the conclusion is likely to possess the
most knowledge of the organizations’ environmental work. All of our respondents had worked with environmental issues for some time and were responsible for this area within the organizations. To keep the identity of our respondents and the organizations confidential we have chosen to call them:

- Organization Energy
- Organization IT
- Organization Air
- Organization Learn
- Organization Industry

4.3 Type of interview
To increase our knowledge and understanding of our chosen topic, we gathered our empirical data through interviews. For our thesis we decided to make a semi-structured interview, which both has a list of questions and a structure, but at the same time allows the respondent to speak very freely, and the interviewee to ask different follow up questions depending on the situation (Bryman & Bell, 2003, p 343). To prepare the interview guide we began with creating the topics of the interview, based on the overall topics in the empirical foundation. By the time we formed the interview guide we had worked a lot with the theoretical material, which meant it had a logical flow. As we wanted the respondents to be able to answer freely, the questions were open and the respondents could sway off topic to related topics that they found relevant and important. Still, the big picture was intended to end up similar, with all respondents answering all questions. Under each main question we had follow-up questions which we could have asked if necessary (see Appendix 1). Bryman & Bells semi-structured interviews describes this kind of interview guide, where the interview form is to set a shape of topics and flow but where the respondent is able to talk freely (2003, pp 343-349). When the questions are made in such a way, it will encourage the respondent to answer what they consider to be important in the area of the question. This type of answer is of great interest in this kind of thesis (Johansson Lindfors, 1993, pp 119-121), as we do not know if the methods we have found through our theoretical search are the ones actually used in the organizations when changing the culture towards being more environmentally friendly. In the beginning of the interview we asked a few introducing question both to get more background information of our respondents and to make the respondent feel comfortable for the interview (Bryman & Bell, 2011, p 477). During all interviews, after we had asked the back-ground information of the respondent, we started by asking “Why has the organization chosen to work with environmental issues?”. When we did this the respondents started talking about the environmental work of the organization and in all cases we only had to ask a few questions after this as the respondents spontaneously answered most of our questions. Still, by the end of the interview we also let them speak freely about anything they thought was important for the subject that we had not asked about. This means that in none of the cases was the interview guide followed questions by question, but rather used as a support to make sure that no area was missed. Neither of our respondents received the questions for the interview in advance and they also did not ask to see the questions in advance.
4.4 Interview Occasion
We decided to conduct all interviews in Swedish even though the thesis is written in English. We did this as some respondents might not feel confident expressing themselves in English, especially while also being recorded. All of our respondents have Swedish as their mother tongue and hence we felt that it did not make much sense conducting the interviews in a language that is the second language of all people involved. Each interview lasted between 42-74 minutes. The interviews were conducted within one week, between the 9th and the 15th of May 2008. During all the interviews both of us where present and we recorded all interviews in order to make sure that we did not miss or misunderstand any information due to inability to gather all the information, with the approval of the respondents. One of us had the role of asking questions, while the other was taking notes and helped with follow-up questions and questions to clarify something that the respondent had not explained clearly. Since we wanted to make sure that we did not miss any important information, we asked our respondents if we could contact them again if something was unclear. All of the respondents agreed to this. During the interview with Organization Learn both the person responsible for their environmental concerns and their information manager were both present upon their request. They argued that they could both contribute with information. We agreed to let the information manager be present not to make them uncomfortable, while we believe this may have both positive and negative effects on the interview. On the positive side two respondents remember more, give a fuller answer and help each other out. On the negative side the information manager might be trained to answer questions from for example media and be cautious to not reveal negative information. After the interview, however, we could conclude that he had been more open about their failures than the person responsible for environmental issues.

Interviews can be made in person or over the phone. The organizations we were interviewing are organizations spread around Sweden, and due to this as students on a limited budget it was not possible for us to conduct all interviews in person, which agrees with Bryman & Bell's reasons for convenience (2009, p 442). There are benefits and drawbacks both with conducting interviews over the phone and in person. In person the interviewer can generally ask more complicated questions, as opposed to simpler questions over the phone but on the other hand it is easier to find respondents who want to take part in phone interviews (Lundahl & Skärvad, 1999, pp 170-172). When an interview is done in person there is the possibility to observe the respondent and through this acquire additional information, while there is the risk of influencing the respondent. With an interview conducted over the phone there is less risk of influencing the respondent but the interviewee also may miss out on important non-verbal information (Bryman & Bell, 2003, p 120). We conducted the interviews with Organizations Air and Learn in person, and the rest of the interviews over the phone.
<table>
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<th>IT</th>
<th>Air</th>
<th>Learn</th>
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Figure 1. Overview of Respondent Interviews

4.5 Evaluation of Interviews
We felt that some of the respondents might have been a bit nervous when talking while we were recording. It is possible that many of the respondents are hesitant to thoroughly answer questions about their environmental work, and that they answer the questions in ways that make them appear better than they really are. Still, we do not consider the respondents’ attempt to make themselves look better to be a threat to the thesis as we want to find out in which ways they have worked to change their business culture to become more environmentally friendly, rather than only looking at how well they are doing and how far they have come in their environmental work. We also understand that due to all the media attention on environmental concerns, and the risk there is to be pointed out as a bad organization, the topic of environmental concerns is sensitive to many organizations. This should however not impact our respondents as the interviews were anonymous.

Since three of our interviews were conducted over the phone, there is a risk that we missed some information expressed through gestures and body language. However, it is also possible that the respondents over the phone felt that they could discuss more openly, since the phone lets them be more anonymous than a face-to-face interview would allow for. After going through our empirical data we are unable to find a tendency toward positive bias from either face-to-face interviews or interviews over the phone. We cannot find that the information in either of the methods led to more or better information than the other.

Three interviews where visibly longer than the other three; Organization IT, Organization Learn and Organization Energy. Out of these three, only Organization Learn was made in person, and it might have been longer because there were two respondents.

4.6 Data Processing and Analysis
As mentioned above the interviews were recorded. This meant both of us could focus our attention to listening and asking follow-up questions. After conducting an interview we immediately started transcribing the material recorded. When transcribing the recorded material we did that individually except when there was something said in the
interview that was difficult to hear or understand and we listened together to ensure that the transcription was correct. When re-writing the interviews to a running text and translating them into English, we worked together in order not to risk losing any important information. When re-writing the empirical data we organized it in accordance with the theoretical chapter as far as possible, for it to be easy to follow. To make the text feel more alive we left quotations from our respondents in it. This was a little complicated at times, since the responses from our respondents sometimes overlap theory. The theory regarding cultural change, motivation and commitment was not included as questions, as these are results of the other methods for change, rather than a way to change. These areas we analyzed and included at the end of the chapter of the analysis, as a result of the respondents’ overall answers. This is in line with qualitative content analysis theories, which is also appropriate for seeking underlying information in the analysis, which we intend to do (Bryman & Bell, 2003, pp 417-418). After the interview had been translated and re-written into a running text we sent them back to the respondents in order for them to read and verify that the material was correct. We argue that as the respondents have approved the written material, the accuracy is very high and the room for misunderstanding considerably smaller.

Since the interviews were semi-structured and the respondents got to talk freely about what they thought was important, the amount of data for a specific topic differs between the organizations. A respondent may have talked for a long time about one topic while barely touching another. The empirical data also overlaps in relations to topics, which means the same text from time to time may occur at more than one place in the empirical chapter, though we have worked to avoid this whenever possible.

When we started analyzing five and a half years had passed since we conducted the interviews. As all the interviews had been recorded, we started by listening through the interviews two times to make sure that we had all the information fresh in our minds before analyzing. We started analyzing by looking at what each respondent had said while also considering the general organizational change theories in the theoretical chapter, in the order as which the empirical data was presented in. We then went on to discussing and analyzing why we got the results we did, what it could mean and what conclusions could be drawn. This way of analyzing data meant that we interpreted a lot of the information and the meaning of it, as part of the qualitative research method (Kvale, 1997, pp 102-104). But also that we were looking for underlying information in the empirical data (Bryman & Bell, 2003, pp 417-418).

Throughout the analysis we constantly compared our findings to the theoretical material we had gathered as well as analyzing and trying to understand how the responding organizations worked differently. We were also looking for differences in actual methods of changing the culture towards becoming environmentally friendly and for differences in which value the different methods were given in terms of time spent and to the extent it was used, or written about by other researchers.

4.7 Limitations of the Empirical Material
As described under “choice of respondents”, we chose respondents that could give us a large variation of information by selecting respondents with very different traits (Holme & Solvang, 1997, pp101-104). Due to this we wanted organizations of different size, though all large enough to have an environmental managers and all with more than 500
employees. We wanted both Swedish and International organizations, some with headquarters close to them, some far away. We also wanted respondents who had been working with improving their environmental work for different length in time. We are aware that the difference between them may be seen as a weakness as, but are aim is not to compare them to each other and exclude organizations working in different ways, but rather find a way to combine their respective methods for reaching the environmental goals, which is an advantage also described in Holme and Solvang (1997, p104). Another advantage with the wide range of traits in respondents is that it makes it possible to find “common patterns that cut across variations” (Patton, 1990, p 182). Our empirical foundations is based on five deep interviews, as a sample representing the all organizations working towards improving their environmental work it is small, still they are enough to give us valuable information, out of which we have been able to draw conclusions as we have gained a deep understanding of each organization’s environmental work.

4.8 Ethical Considerations
When conducting research the ethical aspects have to be kept in mind. For this thesis we have followed the Bryman and Bell’s guidelines for conducting research. The four ethical aspects we consider related to this thesis are: harm to participants, lack of informed consent, invasion of privacy and deception (Bryman & Bell, 2003, p 539).

Harm to participants concerns matter such as harming a respondent physically, harming the respondents career or self-esteem (Bryman & Bell, 2003, p 539). We have not harmed our respondents in any way, but to ensure that the interviews the they gave in no way can be connected to the and cause them and harm, we have chosen to let all respondents be anonymous and given the organizations fictional names only pointing towards the Industry they are working within, which was agreed with the respondents before the interviews.

Lack of informed consent concerns giving the respondents substantial information of the research is so that they can make an informed decision of whether they want to participate, as well as giving them the opportunity to change their mind regarding their participation (Bryman & Bell, 2003, p 542). At the initial call we informed all of the respondents of the purpose of the interviews and thesis. After the initial contact when they agreed to the interview and a time for it, was set up, some time passed at which they had the occasion to change their mind regarding their participation. After we had transcribed and turned the interview into a running text the respondents’ read and approved it. At this point they could have disapproved and asked us not to use it if they would have wanted to.

Invasion of privacy concerns the respondents’ right to privacy as well as right to refuse answering questions, and is also connected to the informed consent (Bryman & Bell, 2003, p 544), as a lack of informed consent would automatically result in the interview becoming an invasion of the respondents’ privacy. All of the respondents agreed to being anonymously interviewed as well as recorded. They also had the opportunity to choice to not answer our questions if they would have wanted to.

Deception is the last ethical principle and concerns the researchers not misleading the respondents to thinking the study is something it is not, such as saying the information
is going to be used for one thing but using it for something else (Bryman & Bell, 2003, p 545). We informed the respondents of what we would use the information they gave us for. We will never use the information received from the respondents in any other way than originally agreed on and for the purpose of this research.
5. Empirical Foundation

For our empirical foundation we interviewed five organizations working within different fields of business. They all have a long background with environmental work and could share valuable information of how they have worked to become more environmentally friendly. To start off we give a short introduction of our respondents and their backgrounds.

5.1 Overview of Respondents

Organization Energy is an organization working within energy, waste and water. They have a bit over 1200 employees in Sweden, almost 1000 employees within the region where Ms Energy works at the headquarters. She has worked for the organization since 2004 and has held the position of environmental manager and quality manager on and off since she started. A smaller organization she worked for was acquired by a larger one, where her environmental work continued. She holds a bachelor degree in Environmental Science. Energy has the environmental certification ISO14001.

Organization IT is a global technology and consulting operation. They have 4000 employees in Sweden, in several locations. Mr IT started working for the organization 1965, he started working with environmental issues 1991 after applying for a position with this focus, and became environmental manager 1998. Before he became environmental manager he took courses related to environmental concerns. IT, which was founded almost 100 years ago, has its headquarters in USA. They have the environmental certification ISO14001.

Organization Air is a state enterprise that operates air navigation services in Sweden. They have 1300 employees and offices all around Sweden. Mr Air holds a degree in civil engineering and has been responsible for environmental issues at Air since 1998, though he has worked there much longer. He was involved with environmental issues at an early stage. He was one of the people who worked with environmental issues since the start and has learned a lot along the way, as well as been given a lot of training and courses internally. They have the environmental certification ISO14001.

Organization Learn is one of the largest study associations for non-formal adult education in Sweden. They have 500 employees, 16 00 freelance teachers and over 240 000 students all over the country. Ms Learn has worked for the organization since 1988 and has worked with environmental issues since the beginning both as an environmental manager for the whole organization and as an educator. She has a degree within environmental work, and continuously updates her knowledge through courses. Mr Communications Manager, with no experience within environmental work, was supporting Ms Learn during the interview.

Organization Industry is a world leading organization within power loader cranes. They have over 500 employees in Sweden, 11 000 employees in 120 countries and are owned by a Finnish organization. Mr Industry goes way back in the organization, but has worked with environmental issues since 1989. The company offered a two-year environmental education at a university, which he completed in the early 1990’s. They have the environmental certification ISO14001.
5.2 Communicating the Vision and Goals

Organization Energy
When Energy acquired a smaller organization that had worked with environmental issues for a long time, they decided to expand this work to the whole organization and also get quality certified. Since the acquired business unit had already been through the process of becoming more environmentally friendly, they were a great resource and their experience very valuable in the process of helping Energy in their work. According to Ms Energy “the initiative came from top management of the organization and since management supported the idea, it had a high likelihood of becoming successful”.

Energy’s environmental vision is that they should have no negative environmental effect and to always economize with natural resources as much as possible. This is what they are working toward and what they stand for, and though they know it is not always possible to reach all the way, it is how they want to be able to work. The overall environmental goals at Energy are without details and such as reducing emission to air and water. Furthermore, each department has more concrete goals, but to different extent depending on the department and what is possible for that business area.

When the environmental vision was new and the environmental documents had been produced, it was the responsibility of each manager to communicate the environmental goals to their department and employees. There were plenty of opportunities for face-to-face communication, especially between the environmental coordinator and the employees. Now they use their Intranet where reminders are published and all visions and goals can be found, both environmental goals and other goals. Ms Energy doubts that people actually go there and look for them, but everyone who is interested can always find the latest version there.

Organization IT
IT has been working with environmental issues since the 60s and the environmental work has expanded over time. Mr IT does not know how the decision to work towards becoming more environmentally friendly was originally made in Scandinavia. At IT in Scandinavia the focus on environmentally friendly work methods was conducted for almost 40 years without the support from headquarters in the USA. This has more recently changed and the headquarters now see that they need to be at the front to avoid experiencing negative attention. Bad environmental conditions give organizations negative publicity and corporations need to keep track of their subcontractors and their environmental work as well.

IT’s environmental vision is to be an environmental leader in all their business activities. In order to achieve this, there is a policy connected to the vision, consisting of a number of points that should be seen as guidelines to be followed, aiming at reaching the vision. There are also business conduct guidelines for how to act regarding different issues and in different situations. Every year, all employees have to sign a form to guarantee that they have read and understood the policies and guidelines. The environmental vision is available to all employees through the Intranet. In general, most of the information given to employees is communicated through the Intranet. This is a
change from when the company shared information on paper, which in itself is a step towards being more environmentally friendly. The company language is English, but the Intranet in Sweden is accessible on both English and Swedish, the Intranet in Finland on English and Finnish and so on to ensure that all employees understand the information given.

**Organization Air**
Being an environmentally friendly organizations is a strategically important goal for Air and environmental issues have since far back been a part of their work in all of Sweden. They have formally been working with it the past ten years, since they implemented an environmental control system. At Air they consider themselves pioneers when it comes to environmental work. They volunteered for a pilot project of a new environmental control system and became the first organization in their line of business in Scandinavia to be certified, years before it became mandatory.

Air has both short-term and long-term goals and plans of actions for reaching them. According to Mr Air there need to be both short and long-term goals to strive at. The goals have not changed much over time but they have matured, which is true for working with environmental issues in general. At the start they had so many goals to reach that they were overwhelmed. With time the goals have become more nuanced, as there are only so many goals you can work toward. In Mr Air’s experience it is better to work toward a few goals that they can achieve instead of focusing on too many areas. They do however update the environmental goals with each new business plan together with the new budget every year, but that is generally a slight improvement of the goals from the previous year and nothing revolutionizing.

Air usually has common staff meeting at least once a year, known as staff days, where the environmental goals for the coming year are communicated. There are also regular meetings for all the managers where they discuss different environmental issues, and where the managers and the environmental manager grant the goals for each department. The goals are published on the Intranet, but Mr Air doubts that people really read them there. Mr Air does a follow-up quarterly when each manager gets a copy of the goals that they are responsible for communicating to their staff.

During the rest of the year it is the responsibility of each unit manager to communicate the environmental goals. They are the ones who have the responsibility to fulfill them. In reality, though, Mr Air also informs them. Overall, goals are communicated during the unit meetings and a quarterly reporting. On unit level, each manager has morning meetings with the staff, usually every two weeks. This is a chance to bring up certain topics concerning the environment. Overall he believes that they provide enough information for the staff when communicating the environmental goals.

**Organization Learn**
The decision to become environmentally friendly was made in the 50s and was inspired by a member organization working a lot with environmental issues. They consider environmental issues important, and historically, a lot of the member organizations are connected to environmental issues and makes it makes it a natural choice. More recently the management has decided to work on improving processes within their environmental work.
Learn has no separate environmental vision, it is part of the overall vision for Learn, saying that it is for all members and human beings to take responsibility for their actions and become aware of their part in society. It also includes respect for the environmental and cultural diversity. They are aware that their vision is vague, as many visions tend to become. They want to act in a society where diversity of life is respected and think that everyone should take part and take responsibility for their actions, and feel that they are actually able to do so.

Learn’s environmental goals are printed, framed and have been distributed to every department. The framed goals and values are supposed to be a nice reminder on the wall, instead of just having a document on the computer or on a piece of paper. However, they can also be found on the Intranet together with an environmental forum for discussions, as well as on the external website. Ms Learn says that “when the goals and values are available to other people and not only by Learn’s employees, more thought has to be put into the words”. Right now they are working on a common definition for what sustainable development means to the organization, which means looking at the big picture without letting go of the social and financial aspects.

Learn has a regional nature and environment group with one member from each district that meets twice a year. These people act as messengers to the employees in their districts and departments. After the meetings they are responsible for bringing the information to their colleagues from their district. There is a difference in the extent to which people are involved, while some offices arrange meetings and organize annual events, others are less active. Ms Learn expresses that this “is also a question of human resources” and not only a matter of interest.

Organization Industry
In 1990 at one of the County Administration\(^1\) regular inspections at Industry they discovered that they did not have a documented environmental license even though they had worked with it since the 1950s. Industry decided to go through the whole organization and document all processes, which took about six months. To help them with this work, they hired a consultant. The initiative to improve the work towards being environmentally friendly came from the management both at Industry and from their headquarters, who wanted to improve the environmental system and work. To them it was mainly a great sales argument and a way to avoid negative publicity.

Industry’s vision is to be an environmental leader within their field. They have to ensure that their product is the best in regards to being environmentally friendly and effective. They have a number of all-embracing goals as well, from the headquarters, which they will work towards the coming years. At industry they have short-term goals, for example regarding emission of solvents, a goal that they have reached.

Through the Intranet employees receive most information from the parent company and top management, and the whole environmental system can be found here. There is an operations manual for all systems, including the environmental system, quality system, and so on, which all employees can access. On the Intranet, where there is a specific document for everything, they also have the organization’s environmental certifications, to boast. Mr Industry however doubts that the employees “really take the time to go in

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\(^1\) The country administration (Länsstyrelsen) is an authority as part of the government, Mr Industry tells us they makes regular visits to them as well as all Industries to make sure they are following laws and regulations.
there and read”. They also have a magazine sent out to all employees twice a year, which among other things brings up the environmental issues. Whether there are staff meetings or not at Industry is for every department to decide. Some have them while others do not. However, most departments have them at least monthly, which gives managers and staff the opportunity to talk about different issues and inform about environmental policies and other things.

5.3 Policies

Organization Energy
At Energy they have a mandatory organizational environmental policy and control policy, which there is a management system for, containing ruling documents. But there are also policies that are not imposed by that standard, policies that they have put in place themselves because they believe in environmental work being an important factor in future successful organizations. Apart from the overall goals, there is an activity plan per department for how to work towards reaching the goals. For some departments there is a very concrete activity plan with many ways to work with improvements, while other departments have fewer or more abstract activities. Ms Energy emphasizes that at Energy the philosophy is that “in the end, every little change counts”.

Organization IT
IT has a worldwide environmental management system (EMS), a detailed manual with internal documents. There is a policy connected to the vision in order for the vision to be achieved, consisting of a number of points that should be seen as guidelines to be followed. Every country has the same policies for the staff. IT also have business conduct guidelines for how to act regarding different issues. Other than this they also have environmental programs and environmental incident prevention and reporting, that sets guidelines for different areas. It could for example be recycling or treatment of animals.

IT does a lot of work within the area of emission of chemicals. In their laboratories it is necessary to use chemicals for research, but there is a strict control of these chemicals before they get to the organization. There are also strict policies when it comes to waste, it needs to be sorted and handled the right way and their system for recycling is highly developed. As a producer, using less energy for construction is one of the things that are very important, as well as saving energy in the daily work. The environmental policies are available to all employees through the Intranet, through which IT constantly informs the employees about the work that is being done and steps that are taken to become more environmentally friendly.

Organization Air
Air has an EMS as well as their own policies, which gives clear instructions for the employees how to handle different situations regarding environmental issues. In order for the work to be efficient, employees look in this document first if coming upon a situation where they are unsure of how to act. As a second step they ask their manager for help with how to handle a situation. If an employee work within an area where they need to deal with very specific situations that are not described in the system and policies, special training will be given to them. Air's policies and EMS is available to all
employees on the Intranet and updates are communicated by the mid-level managers to the employees to ensure that they all have received the information at least once.

**Organization Learn**
At this point in time, there are no formal policies in place. However, many employees want guidelines to work after as they are unsure of what to do. Ms Learn says that “it is mainly employees who are not used to thinking in an environmentally friendly way that request them, they want a manual or a roadmap”. They are trying to create a new system for how things are to be done by evaluating how they work and following up with questions to management. They are planning to work with quality and environmental control systems where routines are made for everything. When the new environmental goals were handed out 2006 was when the actual work started. However, Ms Learns says she “feel that it is not happening in a way that is as structured as she wish it would be”. However, things are not black and white and the first step is to formalize what sustainable development means to Learn. Ms Learn also believes that imposing too many rules could get the opposite effect. Some employee’s do not want to be told what to do and there needs to be a balance.

**Organization Industry**
Industry has environmental policies at organizational level implemented by their headquarters in Finland. They also have the ISO14001 policies to follow. Other than that, each business unit has environmental instruction manuals for their environmental work, where the instructions are adapted to their daily work and what works best for them and what they are doing. The environmental policies tell employees how to conduct their daily work and how to act in different situations. At Industry it is important that all employees conduct their environmental work as well as their overall work in a very specific way according to manuals, due to the line of business. Employees need to have very clear manuals so that they all conduct their work in the same way.

**5.4 Implementation Plan and Evaluation**

**Organization Energy**
When the work with the environmental system was introduced, it was initiated through a kickoff where Energy had group discussions about how to improve their environmental work. After the kick-off the formal documents were produced and it was up to each manager to inform their employees about the EMS and the activity plan which was implemented with a timeframe. At the start they had an environmental coordinator as well, who went to all departments informing all employees.

It is hard to set up goals that are concrete and can be calculated and measured in all of the departments, but they have an activity plan for how to reach the goals and in the end also the vision. The activity plan is granted along with a timeframe for when the goals are supposed to be achieved, which gives more substance to them. “In a way that is what the system is all about, to be a whole system where improvements are continually made and measured.” As Energy is reorganizing due to the acquisition, it is hard to maintain the quality and the system during this time of change. But normally they evaluate their work and improve it.
**Organization IT**

IT does not have an implementation plan for improving their environmental work. There are on the other hand a number of corporate instructions that all employees need to follow. IT has what they call best practice, which gives detailed instructions and guidelines for how to handle different environmental issues. In order for all these instructions and guidelines to work, employees have to know about them. An internal audit is done once a year sporadically from which everyone receives the information. Audits are done by an external department and employees gets to tell them how they have understood environmental policies and procedures, based on specific questions.

It is primarily the environmental manager on Ireland who controls the EMS in the UK, Ireland and the Nordic countries. For this to be managed, the different locations have facility management with people who work specifically with making sure that the guidelines are followed. In the Nordic countries these people and their processes are followed, they do regular controls and document the information of what it looks like on the spot in each location. All gathered information is then sent back to the headquarters.

**Organization Air**

The changes that were made when implementing the EMS were not dramatic as they had been working with environmental issues to some degree for a long time. Even if they decided to do much more now it wasn’t a revolution to them. When planning the implementation of the environmental system, the whole board and the airport manager were involved. When the system was implemented the environmental work got more structured with routines and instructions for how to handle different situations. Every routine for how the employees work was written down and documented.

Mr Air is a firm believer that “goals should be clear and measurable”. This is something Air continually works to improve. Follow-up on the environmental work is reported on a quarterly basis. These reports inform employees of how far they have come towards reaching the goals and how well they are doing with their environmental work in general. These reports can be found on the Intranet and on bulletin boards. All employees have good opportunities to follow up and read about the environmental work and how they are doing. There are also regular ‘cure’ rounds where the managers and a representative from a control agency walk around the premises inspecting quality and environmental areas using different control programs, sample testing and analyzes. If anything in particular comes up on these rounds, the employees are informed on the upcoming meeting.

**Organization Learn**

Right now Learn is in the middle of the process of creating an implementation plan, but have not set a time limit for when it should be done. But every office should have some sort of plan of action for environmental work as a part of their activity plan. The work with an activity plan will be continuous also after it has been given to the departments and districts, Ms Learns does not believe that it can ever be finished.

There has been no formal evaluation of the environmental work since they do not have a plan or any other formal document with a time plan to compare with. Ms Learn randomly asks regional managers how things are going when she gets the opportunity,
but even so there is no structured evaluation and she has never asked all the regional managers about something specific and compared their answers for example. She thinks evaluations would be a good idea, and it is something they need to improve. It is not until an evaluation is made that they will be able to see if the goals need to be changed. There is the possibility that they have come much further than they think and therefore should update the goals. They don’t know if any or all of the regional offices actually follow the goals. But “when it comes to environmental issues it’s more like they keep it as a mode of thinking” says Ms Learn.

Organization Industry
When Industry implemented the new environmental process they hired a consultant to help out with the implementation. Together with the consultant management they went over the whole organization and documented all processes to make policies out of the information they gathered, policies that would be adapted to the way of working at Industry. These policies have to be followed by the employees, if they want to improve any part of their daily work they have to inform their manager and a decision has to be made to decide if the suggested improvement will be implemented to the environmental work policies.

Industry has inspections on different levels regularly. On request from the headquarters, they use an organization for external audit twice per year. The firm for external audit read through their operations manual to understand how they work, after which they do random samples. If they find areas that differ from the manual those have to be corrected until the next time they make a visit. “That way our way of working with environmental issues is always improved, this is what keeps our environmental work alive” says Mr Industry. He believes that if they did not have external audits, their environmental policies would turn into a product that would end up forgotten in a file on a shelf. They have a program for doing internal audits once a month, and go through processes to see that everything is correct and to find ways to improve their work. Industry started using the ISO system for environment during 2001. It is an optional system that Industry chose to get the certification for, which means that there is a standard to follow. This is followed up through external audits twice a year. It gives them another systematic mean to continually improve. At Industry they keep the result from the audits and the instructions manual for their environmental work on the Intranet, which everyone working at Industry can reach.

5.5 The Role of the Manager in Creating the Organizational Culture

Organization Energy
Top management was concerned about the image of the organization and it was decided by the Energy-group that they should get an environmental certification. Energy prioritizes environmental issues and wanted to profile itself as an environmental organization. It is important for them to show that there is an environmental focus inside the organization as well and not just a show towards customers. Since the initiative came from the top management, Ms Energy thinks that “it had a high likelihood of becoming successful”.
In order to get the environmental work to turn out well, the management needs to be on the same side, according to Ms Energy. If there is a manager that is opposed to the idea or negative, they will have a very bad influence among the employees. If one department has a negative manager, the environmental work in that department will not be as good, which becomes very obvious during internal and external environmental audits. When a company has made the decision to get certified, management has to have discussed and made sure everyone is on the same page. If a manager is skeptical they have to at least communicate the positive side of the environmental work, otherwise the employees are very likely to be skeptical as well. For many employees environmental work may be something new and they do not feel up for it, do not understand why they need to do it etcetera and “attitudes are contagious”. At Energy, according to Ms Energy, “the recipe for success lies in that our CEO was very supportive of the system”. Though he questioned it initially, he thought it was something important that should be prioritized. Since she has also worked with environmental issues in an organization where management was not committed, she knows what a difference it makes. “It does not matter how good you are as an environmental manager, if management does not prioritize it, it will never be a good system.”

Top management makes reoccurring visits to the different departments and to pay visits to department meetings to encourage the environmental work. When one area within the environmental work needs extra focus, then each department is visited to discuss different environmental aspects and issues. Ms Energy has noticed that with time there is an increased clarity and more focus on the environmental aspect among managers. Even if Energy is in monopoly they do not want to ignore these issues. But there is great variety in the extent to which people are taking responsibility for the environmental work and in the end it is the management who are responsible for the result. If the employees do not feel like they are a part of the system or want to do the environmental work, it is the manager that will get the blame. The manager will be asked why he or she has not informed the employees or why they are not following the activity plan. The internal audit group strives at making sure everyone is doing their part when they audit the activities.

Organization IT

The IT group initiated IT’s environmental work that they started to do throughout the whole organization more recently. However, Mr IT has an American colleague who has been working with environmental issues for the past 25 years. Thus, IT has been working with these issues for many years also in USA and not only in Scandinavia. So, historically the work has not been an overall organizational agreement but rather at the initiative of each country. Now they have implemented strict requirements around the environment, primarily when it comes to the different areas of production. Mid-level management has to make sure that their employees are following the requirements put up, and the environmental managers have to make sure mid-level managers do what they should in regards to the environmental work.

Organization Air

When planning the implementation of the environmental system, the whole board and the airport manager were involved. It started as a pilot project from the Air group, where they volunteered for the project of implementing an environmental system and was chosen. Due to this there was an acceptance from the company group, the top
managers and the whole board from the beginning. According to Mr Air “it is necessary to have this support from higher management in order for the changes to work”.

Each manager is the owner of their environmental system and its routine; it is their responsibility to make sure it is followed by the employees. Mr Air informs mid-level managers of which goals have been followed up and discussed during meetings and if any new decisions have been made connected to the environmental work. Mr Air does not think he is doing anything in particular to motivate mid-level managers in the work with environmental questions, but he makes sure to continuously ask them how they are doing with the environmental work, and if they do it. He discusses these issues informally with the mid-level managers on a continuous basis. He sees himself as an administrator of environmental issues, while each unit manager has the final responsibility to make sure goals are reached. Mr Air follows up on all aspects of the environmental work and reports it to the Air group on a quarterly basis. The unit managers provide the information for these reports and they keep a close dialogue.

**Organization Learn**
For Ms Learn the environmental work has a foundation in a private interest. For Mr Communications Manager who is responsible for the brand, it is important to think in terms of sustainability and environmental questions, since they are part of the brand and the core of operations. They both set the requirement on themselves to act as role models for the other employees at Learn. They show that environmental vision and goals the organization has set for itself are important. Since they work at the headquarters where environmental decisions are made and goals put up, they believe they have to set a good example to be able to ask of others to act more environmentally friendly. Ms Learn says that “setting a good example is important and an effective way of influencing other people to at least consider doing the same. It is important to live in a way that you believe in yourself instead of just talking about it and then doing the opposite”.

According to Ms Learn, the hard part is not setting up goals and visions and informing people of how they should act, it is that actually living up to them in reality. It ultimately leads to the question of how much you can require from co-workers. At Learn the environmental work also differs between departments and regions where regional managers have a lot of freedom to work with what they believe is important. She does believe most managers are in an environmental mode of thinking, even though there are no time frames for reaching the goals.

**Organization Industry**
When the environmental process was developed the mid-level managers were involved, which they also were when the systems were rebuilt. The mid-level managers do the internal audits and Industry has a specific process for each department. They have created a “map” to follow, a process-map, which they go through each time they have an internal audit. Through this they can see if there have been changes in the way the environmental work is done, or if changes are needed in the way they handle environmental issues. If things have or are to be changed they re-write the manual to ensure it is always current. The process map should always reflect the reality and be possible to work with.
Because of the position Mr Industry holds at Industry in his region, as the person working immediately under the CEO, he has very little contact with most of the employees. His task is to motivate the managers, so that they in turn can motivate the employees. All environmental work has to follow the laws and regulations that exist. The mid-level management involvement in the environmental work has mainly been when going through the external audits. According to Mr Industry this is when the managers have to act, as they are responsible for their department. Because of the system with the external audits the managers feel a pressure to always develop and improve their department.

5.6 Employee Involvement and Empowerment

Organization Energy
At Energy the initial reactions to the environmental work were a bit negative among blue-collar staff as they didn’t feel included and thought it was just something that some manager had come up with. Ms Energy constantly works on getting everybody to support the changes. The organization has come a long way now with getting all employees involved, for example by regularly asked them for feedback. At the start, internal audits were only made with each corresponding manager, but now they are made both with managers and as many employees as possible. The more employees they manage to speak with, the more employees feel that they understand how it all works. “They used to be terrified of auditors, because it sounds like an interrogation, but the management has made it clear that they see the audits as possibilities for improvement rather than deviations and that all suggestions can help them become better”.

When the work with the environmental system was introduced, it was initiated through a kickoff for all employees. At the kickoff they had group discussions with brainstorming sessions about how they could improve their work out of an environmental concern. Since it was mandatory to be present, all employees were there and everybody felt a connection to these issues. After the kickoff a work group was put together with the environmental coordinator as a project manager. The other members of the group consisted of one person from each department. In this group, consisting of about ten people, environmental documents were created instead of having them created by people who do not understand the operation. The people doing the daily work needed to document and write down how they work, as they are the ones who really know what is possible to do. The people involved from the different departments had no formal environmental background or competence, but they all thought it was interesting and important to work with. This way, the documents are not produced by some environmental consultant, but by the own department. People that are interested can take almost unlimited responsibility for environmental issues. According to the action plans, the idea is that each employee should have at least one activity that they are responsible for. This is for everyone to feel that they are participating and taking responsibility instead of feeling that it is something that is controlled above their heads.

Energy uses an Intranet based systems where employees can write suggestions for improvements and they will be sent to the corresponding responsible manager who always gives personal feedback to it. Even if it is not always carried through, it is always brought up on the agenda. Since this system was implemented there have been
more and more suggestions. Ms Energy thinks it is good for a suggestion to come over
the Intranet in order to get the statistics right and the suggestion is easier to trace.
However, it is also common to do these things verbally with the manager that can give
feedback straight away. When somebody feels that they have a lot of ideas and
something needs to be done, there is every possibility to report that, which has been
much appreciated. After they have had inspiration days many more new suggestions for
improvement comes up. The work and commitment towards environmental issues come
and goes in waves. It is necessary to arrange activities to remind people of the
importance to take the chance to give their opinion.

For monthly meetings Energy uses a protocol standard where quality and environmental
issues have a fixed paragraph. All departments have these paragraphs on the agenda,
though the importance it gets depends on the business unit. Since the energy and waste
departments have to meet strict environmental goals, they always have something to
bring up on these meetings, such as evaluation and feedback of whether the goals
regarding reducing emissions are met. Other departments may not always have much to
bring up. The meetings have a heavy focus on environmental issues. For weekly
meetings though, environmental issues are just a paragraph on the agenda.

When it comes to the environmental work, instead of calling things ‘faults’ Energy are
refer to them as suggestions for improvements. Although it could be considered faults in
an external audit, there is a 100 % focus on possibilities for improvement during
internal audits. They have worked a lot with having a positive attitude from the
responsible for the environmental issues toward the employees involved in the internal
audits, in order to create a good climate around the system. They have no requirements
of any individual employee. If there are difficulties meeting the goals, it might be
related to the factor of time. The activity plan is very ambitious with a timeframe
connected to it, but there are always other things that need to be done as well, not only
the work with the EMS. Therefore, at times, only twenty percent of the goals may have
been met, as they brought too much on themselves. Instead of focusing on what was not
reach, they try to set more realistic goals next time. The most important is that the
environmental laws are fulfilled.

Organization IT
The individual employee at the office in Stockholm can do smaller, but important,
things such as sort and recycle waste and paper at the workplace, turn off the lights
when they leave their workplace, turn off the computer etc. Many employees have a
mobile work station at their client’s office and employees are encouraged to work from
home twice a week, to lessen the impact on the environment through less travels to the
office and back, which they can do without a manager’s approval. Employees are
encouraged to travel by public transportation or bike when possible. The money they
save on not having to keep parking spaces for employees who use public transportation
is instead used for motivating the employees in their environmental work. Car-pooling
is also encouraged for employees that drive to the office. Mr IT has noticed that if
“employees take on more responsibility it is usually because of a personal interest and
if they have a previous habit of environmental work. Some people care more about the
environmental work than others do.” In other countries where IT’s work has more
impact on the nature with for example emission of chemicals, the daily environmental
work looks different and the policies are stricter.
IT wins an environmental award regarding their environmental work every now and then, which they make sure to inform their employees of. They also give out environmental awards to primarily Scandinavian firms operating in Scandinavia. Both types of awards always motivate IT’s employees and encourage them. Mr IT emphasizes that the individual employee can and is always welcome to help with the environmental work.

For the managers involved in the yearly evaluations with the employees there is personal feedback involved. Mr IT says that some “employees have a special interest for environmental issues and when they have come up with good ideas they are sometimes rewarded for this.” For example, there was recently a global competition with the environment as topic where employees could make a 60 second movie clip. This brings out the creativity in the employees while stimulating environmental invention. It is also fun and inspiring for the employees not participating in the competition to see their colleagues work.

Things like these works as motivation and if somebody has a hobby, like filmmaking in this case, they have a chance to make a big impact both on the organization as well as making an environmental difference. In an organization consisting of 300,000 employees globally, people may come up with a really great environmental ideas, if encouraged, that would otherwise not have surfaced. These types of yearly competitions they have related to their environmental work are appreciated by employees and also brings a new spark to the environmental work.

**Organization Air**

When the environmental control system was implemented, instructions and routines were documented and the employees got to look them over to see if the documentation reflected the reality correctly. During the long journey since then, discrepancies have been found between the routines and reality and whenever that occur the documents are updated. Mr Air believes that by now they have documented everything in a way that reflects reality. When the employees find a problem in the methods of working in relations to the environmental aspects, they flag it and come up with a solution for how to work with it in the future.

The reactions from the employees regarding the implementation of the environmental control system have mainly been positive. In general, the reactions have not been exuberant, but some of the employees have been very involved and are interested in the environmental work. When they first started working with the environmental control system, there was a general acceptance where some employees just accepted it while others thought it was great. Each employee has full responsibility of the environmental work related to their daily job according to their area of expertise. If a difficult situation appears where the employee is unsure of what to do, there is always a manager available at the shift who they can ask. If the manager in turn is unsure, he or she goes to their manager to solve the issue. But to the extent it is possible, each employee is encouraged and trusted to solve the issue on their own. Managers also let their employees know that they have the opportunity to take own initiatives in the environmental work and are encouraged to do so. This is stressed and communicated during meetings with employees. This means that employees that wish to put in an extra effort in the environmental work, apart from what is already required from them, have
every opportunity to do so, as long as it is within their area of expertise and qualification.

It is hard to prove that an employee is not complying with the environmental regulations. An example of a recurring problem has been the separation of waste, where things are sometimes found in the wrong compartment. When this happens Mr Air takes pictures to document it and brings this up at meetings asking who is guilty. He never expect anyone to come forward and confess, it is rather a method he uses to show that the behavior is wrong and has to be corrected. Although there is no ‘punishment’ involved, mistakes like these are also costly and therefore he tries to call attention to these mistakes. When faults are found during environmental audits, the corresponding manager deals with it as they are the ones responsible for their employees.

Feedback is given to employees via each unit manager and during staff meetings, when the airport manager holds morning meetings with all employees. Mr Air says that “when they have done a good job, this is applauded and praised”. A follow-up on goals is also reported, reporting how goals have been followed and how well they are doing. This report can be found on the Intranet and on bulletin boards, giving employees a very good opportunity to follow up on the environmental work.

**Organization Learn**

Ms Learn says that the organization is made up of individuals and impacted by how these individuals take responsibility in their daily lives. This way “the environmental question becomes individualized and becomes a responsibility for each and every one of us”. She believes that goals help with the environmental work, and also believe in leaders acting in a way that shows that common goals are made to be valid. Goals are something that gets much more impact when they are agreed on together and the responsibility is lifted away from the individual. The reactions regarding the environmental work have always been very positive, especially when the frames with the goals were handed out. There has been a lot of pressure from the employees now when there is even more focus on environmental development; they want something from the organization that they can develop further. It is a way of these questions entering in people’s minds and awareness. Employees at Learn are to a large extent very involved in the environmental work if they like to. At the regional nature and environment group one employee from each district is present at their meetings twice a year. These people act as messengers to the employees in their districts and departments.

Ms Learn also believes in motivation by setting a good example and encouragement. For example by saying to an employee “how about taking the train together this time” instead of telling them they have to take the train. They are more likely to be motivated by a role-model setting a good example than by somebody trying to impose a rule on them. In general feedback is difficult to give since there has been no formal evaluation of the environmental work. However, whenever Ms Learn meets an employee that has done something positive for the environment, she is happy, positive and encouraging about it. Ms Learn finds that it is easier to motivate people regarding topics that are frequently talked about in media.
Organization Industry
Employees have been very involved in development of the environment. Industry have specific work procedures to ensure that everyone does the right thing and that it is done the same way each time. Everything has to be documented so that the managers can know how everything is done. When these processes were developed and documented the production leaders and managers were involved. After it was written all employees had the opportunity to read the documents and give their feedback. It is important that all employees knows how the environmental work is conducted, when internal audits are made people from the audit firm make sure to talk to the employees and ask them how everything is done, since they do not trust that the environmental work is as good as the managers say it is. Mr Industry says that when it comes to environment and other issues, all employees are welcome to bring it to the attention of the managers. They do not have an organized way of dealing with this currently.

The system at Industry requires that the manager go through and report the environmental regulations and new directions within that area, with the employees three times per year. The employees do not really get more feedback than that, except receiving the results and to find out how their workplace is doing and if it is improving. Also, all employees are able to go to the Intranet and read about their directions and all official documents in the environmental reports, where their environmental work and what they have done over the past year is presented. Other than that there is no feedback, so it is to a large extent the employees’ own responsibility to find out.

It is Mr Industry’s responsibility to inform the other managers of news and updates regarding the environmental work. He receives information from different environmental organizations and makes sure that all managers receive that information. He believes that now when they have started working with this it is important that they continue to do a good job within environmental issues, which according to Mr Industry is his responsibility. On top of motivating them to follow the laws he always motivates them to be better than the laws require, and they are better because of the internal audits. The internal audits allow him to push them to be better in a more natural way and he has the possibility to advise them on how to improve. They used to only make sure they followed the regulations when they only had internal audits, but now they are actively working on exchanging information with other companies so that they all can improve. However, Mr Industry definitely considers the audits the driving factors in their environmental work.

5.7 Reward and Punishment

Organization Energy
Energy has no reward system connected to the environmental work, but the whole organization group has a system where you can win things like lottery tickets when coming up with a good idea for the environment or in general, but it is not used much. It was something they tried for a while when implementing the system.

Before the Intranet was used more frequently, there used to be an internal newsletter coming out once a month or once every other month. At this time, the department that had written the most suggestions or pointed out problems got extra attention and it turned in to a competition for prestige, since everybody wanted to be on top of the list.
It was not much fun being the department that had given zero suggestions for improvements week after week. So management has tried to run campaigns like this every now and then and really encourage people, with praise as the only reward. The plan is to implement this list on the Intranet.

**Organization IT**
Mr IT believes that environmental actions have to be a win-win situation in order for people to get motivated. If employees can do something good for the environment, that is also good for themselves and the firm, they are more likely to do it. They do however have financial rewards for environmental competitions such as the movie clip that was the competition 2008, where the reward is both money and praise for the winner. But everyone who participates gets attention from their colleagues and closest manager. IT also has financial rewards for employees who comes up with very good ideas, taken from money saved when not having to pay for parking spots for all employees.

**Organization Air**
Employees are praised when they do something positive related to environmental work. They do not have a system for rewards or financial incentives or something similar, but when they have done something good they are applauded on meetings. If an employee has misconducted in a way such as throwing waste in the wrong bin, this is brought up at meetings with images, which can be embarrassing for the employee even though no one is pointed out.

**Organization Learn**
There is an award given out every other year to somebody who works with environmental issues, which is appreciated by the employees. Learn is however not working in a structured way with rewards and punishments, but in order to work towards becoming more environmentally friendly in a more structured way, there is a need for an evaluation and a follow-up. Ms Learn talks about their environmental work and encourages and motivates employees to get involved and work with these issues so much that she thinks people get a bit tired of it.

**Organization Industry**
There is no system to encourage employees to work extra hard for environmental issues and there is no reward system of any kind. Before employees used to be monetarily rewarded if they handed in a written suggestion, but now they are working with a system, which basically means that they are constantly making small improvements at their local facility. Mr Industry motivates managers sometimes through threatening them and sometimes by telling them that things would be better if they did it another way. He also tells them about new laws and regulations and informs them that it is their responsibility to fulfill them.

**5.8 Communicating through Education and Training**

**Organization Energy**
When introducing the EMS at Energy, there was a lot of focus on getting all employees involved. They organized a kickoff with brainstorming, a great way of making employees feel like they are a part of the environmental work and can make a difference. This, according to Ms Energy, is “likely to increase employees’ commitment
and motivation, thus making them more likely to be in favor of the changes”. In Energy
the first kickoff was a first training as well. All newly hired employees get a three hour
long environmental training, which is a requirement according to the environmental
control system, at which they go through the Swedish environmental quality standard,
overview issues like the greenhouse effect, acidification of lakes and eutrophication and
so on. They focus on how the organization works with these issues and give real life
examples. It is all about making the employees realize that they can make a difference
by changing their behavior and to make them realize that what they work with are
environmental issues, if not primarily then at least secondarily. Training for new
employees is given continually, since turnover of staff is pretty high. High turnover is
not only bad in regards to the environmental work, as they have the opportunity to count
environmental views as a factor when hiring someone new. The training for new
employees is divided into half the time active participation and the other half lecturing.
The general part of the training regarding the environmental problems is given like a
lecture while how the work at Energy affects the environment is more active in the form
of a group work within the different units.

In the future, Energy is planning to give two different training modules to employees.
One will focus on general environmental training, while the other one will focus on
what each employee can do and how it affects their work. Energy uses something called
an environmental driver’s license, a web-based training about environmental issues, to
keep the environmental work in the mind of their employees. It is a helpful in keeping
employees updated since many employees have not had any environmental training for
several years and it is important to keep the knowledge alive and active. Two years ago
an inspiration day was arranged as a follow-up to the kickoff they had when
introduction the system. All employees were invited and different environmental issues
in the different departments were discussed. The motive was to ignite a new spark in the
environmental work, which it did. In one location Energy tried having an outdoor
training to make it more concrete, but it is too expensive to do for the whole
organization. Ms Energy would also like to arrange a yearly inspirational day or
something related to the kickoff to get things going. But it is hard as they are so many
employees now and it is a huge work to get everybody involved in something like that.

Organization IT
At IT employees have to go through an online training module every year before
signing the environmental business conduct form. The training is different from year to
year as well as the questions, and the questions are also different depending on if the
employee is a manager or not. Each manager is responsible for making sure that every
employee that reports to him or her goes through the training. If somebody does not go
through it, they will get a reminder. If they still do not do it, they have to answer to the
top manager in the country, and it may turn into a disciplinary issue. There are also
annual environmental trainings for the employees, with different focuses to ensure that
it does not get boring and that there is always something new that they have not heard
before. All new employees get an introductory training that includes environmental
issues. There are also business conduct guidelines for how to act regarding different
issues which all new employees must be informed about. New employees as well as all
other employees have to sign it to guarantee that they have read it and understood the
business conduct guidelines every year.
Organization Air
When Air started working with environmental issues more formally all employees were given basic environmental training. After this they were given specific training about the environmental system, consisting of a half-day courses. People took part in this training very actively with brainstorming and discussions. Mr Air liked that very much about the training, all the activity it included instead of just having a lecturer speaking where people sit and get tired. Mr Air believes that “actively taking part in training is a whole different thing” and it led to very positive feedback.

The environmental control system gives clear instructions to employees on how to handle things. If they need to deal with specifics that are not described in the system, special training will be given. Further training is not given on a regular basis, but there are normally a couple of years apart in time. When they hire someone new they always get training from Mr Air, who goes over the environmental system with the policy and all parts relevant to that employee. The content of the training depends on in which department the employee is going to work.

Organization Learn
Learn has had many discussions regarding environmental training. They had an environmental education a few years back for all employees, which showed that the people were on very different levels when it came to environmental knowledge. They are currently discussing arranging another education or several educations and how to plan them to better work for employees at all levels. A project group has been created to plan this education and what it is to focus on. Each department and district within Learn has environmental training, but they want to do something for all employees. The districts normally have training with an environmental focus once every year where issues of extra importance are brought out, this training is planned by the manager for the district and not the same for all districts.

There is a general introduction for new employees where the environmental goals are introduced. It is then up to each department to decide how big part of the training that should be focused on environmental issues. Some managers only inform the employee that they exist, while other managers spend more time at this. There is also specific information about environmental issues and it is the responsibility of the manager at each department to inform employees about this, depending on in which area the employee is going to work. They are planning to emphasize the importance of this; as soon as a new person is hired there are certain things they should be informed about. Ms Learn thinks there should be an evaluation and analysis of the environmental training and what it means to the organization and the work they do.

Organization Industry
When the system that Industry uses was created they held a half-day long training for all employees. When the training material was developed, they started with general information about the environmental situation in the world and the global impact on the environment. After that they moved on to showing Industry’s impact on the environment, to show their part and why what they do is important, which means that what each individual employee does is important. The education was given mainly as a lecture, with an active part where they walked around the facilities and were shown
what they were supposed to do and how they could change the environmental impact by changing the ways they work.

When new employees are hired there is an introduction program that they have to go through where part of the program concerns their environmental work. Mr Industry gives this training, where he informs the employee about the rules and regulations at the workplace. If there is only one new employee the whole training takes no more than two hours. They only have specific environmental education if there is a safety officer or someone like starting to work for them, who needs to have more information. So far there has not been any follow-up on training.

5.9. How far have you come?

Organization Energy
According to Ms Energy, the environmental work is a continuous, it is “not something that you reach and then it stays that way, but something that needs a constant effort”. Their environmental work has gotten better over time. The work toward becoming a more environmentally friendly organization had come a long way and was starting to become an integrated part of the daily work. Due to recent reorganizing, however, there has been some regression in the work achieved. People may be a bit more negative at the moment, but that is likely to be because they are negative toward most things lately. The re-structuring has turned most things upside down. Since the environmental will be prioritized by the whole organization when the reorganizing is done, Ms Energy does not believe this is a problem.

Working with activity plans and connecting them to the environmental goals is a natural part of the organization today, which nobody questions. There is nothing strange with having an internal audit anymore, which the employees thought was threatening at the start. With time the understanding for why they are working with environmental issues has grown in the minds of the employees and it has turned into a natural part of the daily activities that nobody questions. They have worked hard to avoid thoughts such as “this thing with environmental issues is only for the environmental coordinator” and think they have succeeded. Ms Energy believes that all employees feel that they have made people feel like a part of the environmental system.

Ms Energy also noticed that environmental questions does not come last anymore, but rather stay in the back of people’s minds. The environmental issues are brought up on the agenda and are much clearer. Employees are no longer thinking “this is the way we have always done things and this is what we will continue to do”, there is more of a focus to clean up the activities and make them work in a more optimal way, even if it means a job with continuous improvements that is never finished.

Organization IT
According to Mr IT, any change proposed to the employees is generally taken negatively. People rarely want change in their lives, and tend to resist change to try to keep things the way they are. Mr IT however has an idea for how to get around this problem. “The most important thing to do to create environmental change is to inform, inform and inform the employees”. And when it comes to the environmental issues he has noticed that everybody is willing to give that extra. Nevertheless, he also
emphasizes the importance of understanding that change takes time. “You cannot expect change to happen overnight. It needs time, especially in an organization where hundreds or thousands of people work”. He says it takes time, which is simply the way it is in a large organization even though environmental work is easier to motivate and implement now than it used to be; “Rome was not built in one day”. Most employees at IT do not notice the environmental work much in their daily work. At the location where Mr IT works the environmental work consist, to a large part, of chores such as recycling and saving energy, which is a natural habit and has been for many years.

**Organization Air**

Air has worked with environmental issues for a very long time, and when they started working more formally with the EMS, they volunteered to do so. As Mr Air said, this did not cause any strong reactions among the employees as they were already used to working with environmental issues. Today their work with environmental questions has matured and gone so far that it has become a natural part of the daily work, something that they have been striving at since they started working with environmental issues. At Air they are no longer nervous when external audits are made since they have become so used to this by now, but rather consider this an opportunity to get feedback. The environmental work is a natural part of meetings within the organization and Mr Air does not think anyone consider it unimportant or think that he is stealing their time when he talks to mid-level managers about how they are doing in their department and what needs to be improved.

**Organization Learn**

Ms Learn has worked with environmental issues to some extent since she started working for the organization 20 years ago. Environmental issues have been a part of the organization for many years although separate issues within environment have been changed along the way. With time the work has improved and they are now able to work with a clearer focus. Ms Learn is currently seeing a certain revival within this area. What people talk about now is what they discussed at Learn 20 years ago, before it had caught on with the public, and she now sees that people are finally starting to understand. Ms Learn and Mr Communications Manager both see a trend in society where environmental issues are gaining acceptance.

Learn believes that it is all about a strategy for changing people’s behavior and creating a cultural change within the organization. The way Mr Communications Manager sees it, “little by little they change the mentality of people inside the organization without writing things down and little by little people start changing”. He frequently sees examples of it, when colleagues make environmentally friendly decisions without even reflecting. He believes this is the result of media in combination with what they talk about within the organization. Little by little people’s way of thinking may be changed and this can be seen in a change of behavior. Ms Learn tells us that Learn has an environmentally friendly culture where most people for example choose to ride the bike or use public transportation. They argue “if you can agree on a few set environmental goals you can have a large impact, without being an environmental police”.

**Organization Industry**

When it comes to the daily environmental work, Mr Industry believes environmental work has become a natural part of their culture. Nonetheless he does not think that employees reflect or care much of whether they let out one ton or ten tones of solvents,
or if the oil they let out exceed the allowed levels. He thinks that they only think about what happens inside of the workplace, within which they are really good.

According to Mr Industry, most employees think it is a good thing that they are working with environmental issues and he has never received any negative feedback. He thinks it is because people now how important it is, since it is frequently discussed on TV and everywhere else nowadays. Even though environmental improvement is a wide concept, employees know what it is about and react positively when he goes out to the different departments to talk to them about it and what they can do to continue to improve.
6. Analysis

In this chapter we will present the reader with an analysis of our empirical findings in relation to the theoretical framework. All our respondents consider themselves successful with changing the organizational culture to become more environmentally friendly. This was also a prerequisite for our selection of respondents.

Problem
How can an organizational culture be changed towards becoming environmentally friendly?

Purpose
The purpose of this study is to increase our understanding of how an organizational culture is changed towards becoming environmentally friendly.

In order to address this purpose, we have the following sub-purposes:

We would like to learn how approaches for changing organizational culture are used for organizations trying to become more environmentally friendly and how managers can motivate employees to become committed towards the organization’s environmental goals.

With this study we intend to contribute to how organizational cultural change theory can be further developed to suit changes toward an environmentally friendly organizational culture.

6.1 The Decision to Work with Environmental Issues

Energy has a clear point in time for when top management made the decision to become more environmentally friendly from being inspired by environmental the work from a recently acquired business.

Our other four respondents have been working with environmental issues for many years but have more recently had a new start with their environmental work. For IT and Industry, top management has taken a clear stand toward becoming a market leader in their respective industry when it comes to environmental issues. At Organization Learn this epiphany has come quite recently and they are in the start up phase of improving their environmental work.

Even though we through our empirical findings can’t see any proof that any of our respondents other that Organization Energy have made a clear decision when they initially started their environmental work, theory clearly states that a decision to become environmentally friendly is the first thing that needs to be done and is something that will start the process of change (Bluestone 2011, p 21). Organizations Air, Learn, IT and Industry all claim to have worked with environmental issues for a long time. However, they have more recently had the need for a revival where top management has taken a clear stand towards improving their environmental efforts, which may at least show that the decision is marks a new starting point for their environmental work.
Energy is the only organization that has a set point in time when the decision was made as opposed to all of our other respondents. However, they are not the only ones who have succeeded in becoming more environmentally friendly and implementing and environmentally friendly culture. This would indicate that to have a firm decision made as a starting point is not necessary when trying to change the culture to become more environmentally friendly. It seems as though the environmental work can start in a real enthusiast wanting to work with environmental issues, as in the case with Learn, the one of our respondents with the least structured way of working with environmental issues. From there it can spread through the organization slowly, at least if the person is someone in a position of influence. We also see that that the firmer the decision is and the more anchored from the top, the faster the process can move along, as in the case with Organization Energy. Also at Industry we see indications of this, as they said they have worked with environmental issues for a long time, but had nothing formal written down. When top management in the parent company decided to work in a more structured way with environmental issues, this could be seen as a new start to them. Even though their work had been going on for many years, it is only from this point and onwards our respondent talks, the work has been moving faster since then.

IT mentions that the work with environmental issues differs a lot depending on if it is in a productions department or an office with consultants. At organizations where the negative influence on the environment is very large, such as Industry, Air and parts of IT, we would like to argue that there is more incentive for employees to work towards the environmental goals as they are more likely to see the actual difference they can make in their daily work. However, Mr Industry is the one who said that the work would be a forgotten file on the shelf if it wasn’t for the audits, and Ms Energy said that the blue collars are the ones who felt the most left outside when they started working with environmental issues, until she found a way to include them as well. The reason for this could be that these people are the furthest from where the decision is made, meaning that they are the last ones to get the actual information and might be reached by rumors before they get the proper information. Like Ms Energy said about the blue collars at Energy, they had the attitude that “this is just another thing that those managers came up with” and they had a negative attitude from the start. When she involved them more however, their attitude became more positive. For Industry this explanation might not be enough, here one the other hand it would seem as though the employees are not only not encouraged to work more with improving their environmental work, but they are actually not allowed to do anything that is outside of the manual for processes. They are encouraged to bring ideas for environmental improvements to the managers, and the ideas could be added to the manuals. There is however no structure for how this should be dealt with. When it comes to the environmental change, IT and Industry show us that the work can become too much managed from the top, which can in turn discourage the inspiration in employees to contribute to improvements.

6.2 Goals/Vision, Policies and Implementation Plan
As we can recall from our theoretical framework, there needs to be a clear vision for where the organization is going, and where the values and commitments are clear (Abraham et al. 1999, pp 114-115; Bluestone 2011, p 21; Epstein and Buhovac 2010, pp 306, 313; Fernández et al 2003, p 636 Price & Chahal 2003, p 242) and managers’ role
in the change process is dominant as they are the ones with the capacity to create a new and compelling vision for the organization (Abraham et al. 1999, pp 114-115; Stoughton & Ludema 2012, pp 507, 511). Having a vision seems to be at least as important when it comes to environmental change. To make employees understand why it is important in to long run, the vision has clear benefits. The same goes for the goals. This is a step that they have all taken, where the goals are steps towards reaching the vision. Extremely important when the work and often vision is as abstract as the environmental vision that is described by our respondents. Even though this is described in theory, it is even more important in environmental change. Learn’s environmental vision is part of the overall organizational vision, and they are the only ones doing this. We argue, that even though they are the only ones, this is an effective way of showing that the environmental vision is as important as the other visions of the organizations to the top management, and becomes incorporated in the organization. Even though Learn in general is very unstructured with their work, they have according to themselves and small comments they made come a long way with changing the culture in the organization towards becoming more environmentally friendly. Their employees often surprise them with making environmentally friendly decisions in situations where they don’t have to make them. One example of this is when Ms Learn overheard an employee ask for fair trade organic beer at a bar. Our other respondent organizations have a separate environmental vision, and even though they have improved their environmental work and culture as well, having it on the side may send one signal of the “real” vision and that other environmental vision, or that it seems to not really be part of the organizational work. To have it included shows that it really part of what the organization stands for, even though Learn’s work might not be as structured overall. We think that it is an additional strength to include it, though having one separate is better than not having one at all. And both ways seem to work, but in all other responding organizations their overall work is more structured, which largely contributes to them reaching their goals.

Two of our respondents, Energy and Industry, have an environmental vision as well as environmental goals for how to reach the vision, which according to our theoretic framework is necessary for organizational cultural change in general (Epstein and Buhovac 2010, pp 306, 313). Management sets the tone from the top. This is something we can see clearly at Energy, where top management wants the environmental awareness to permeate the whole organization, inside and out. It’s not enough for them to explain to their customers that they are an environmental organization if you don’t work that way inside the organization as well. Industry, on the other hand, is an industrial organization with a production that in itself is not very environmentally friendly. Their overall vision is not to be an environmental organization but through voluntary measures they have actively made the decision to work in a way that is more environmentally friendly. According to our findings, it looks like our respondents who have their environmental vision as a part of the overall organizational vision take the environmental work one step further and not just as a way to avoid bad publicity. We even argue that the environmental vision actually is a part of the organizational vision at Energy, since that is what they are communicating. We see the same tendency at Learn, which in printing expresses that the environment is a part of the organizational vision. IT, Air and Industry have their environmental vision separate from the organizational vision and that way the environmental work can more easily be forgotten. As we can recall from the theoretic framework, having a vision is what gives meaning to the employees and inspires them to support change (Abraham et al. 1999, p 124; Kotter
2007, p 99; Manning 2012, p 259) We argue that an environmental vision is even more important when trying to change the organization to become more environmentally friendly than for general organizational change. The environmental vision needs to be integrated in the overall vision in order to stay in the center.

Organization Air talks about both long and short term goals, where the long term goals might be equivalent to a vision. Organization Learn has an overall organizational vision and also work with environmental goals. They are aware that a cultural change is needed in the organization and they want to “sneak it in” little by little.

However, improving the environmental work within an organization is not a structural change of the core business, but a side goal and this could be the reason for why the actual decision and vision is less important than theory claims that it is in general organizational cultural change (Bluestone (2011), p 21). It is not wrong to say that within this area the change could be implemented very very slowly over a very long period of time which Learn shows us, or it could be done in a faster way, which Energy shows.

Organization IT, however, has a vision but no goals. Not having any goals may make the vision feel overwhelming and hard to reach, as goals define the steps toward reaching the vision according to organizational cultural change theories (Abraham et al., 1999, p 124; Kotter 2007, p 102). The vision shows what the change is leading to and a strategy for reaching it (Abraham et al., 1999, p 124; Epstein & Buhovac 2010, pp 306, 313; Kotter 2007, pp 98-99; Nadler 1981, p 197).

6.3 Supporting the Vision with Communication
At Organization Energy, communicating the vision started with a kickoff where there were opportunities for all employees to discuss, ask questions and share their thoughts. After the initial communication, the environmental vision and goals were communicated through each manager, the environmental coordinator, in documents, over the Intranet as well as face to face. Organization Learn also communicates their environmental goals regularly through all channels; verbally, printed and framed, over the Intranet as well as at an annual event. Organizations Air and Industry also make sure to communicate verbally as well as in print and over the Intranet. Organization IT, on the other hand, informs its employees mainly by using the Intranet and rarely communicate s environmental goals verbally.

Our respondents Energy, Air, Learn and Industry delegate the responsibility of continuously informing staff of environmental issues to managers at lower levels, a logical strategy as they are the ones meeting the staff daily. Our respondent at Organization Learn however seems to doubt that all of their managers follow through with informing their staff of information related to environmental issues.

All our respondents use an Intranet for communication and three of them mentioned, at their own initiative, that they doubt that people read it, although the information is readily available if employees are interested. This is an indicator that using an Intranet as the sole communication channel is not enough. According to our theoretical chapter, face-to- face communication is preferable, whenever it’s possible (Klein 1996, p 34) and where successful changes have been made, every communication channel possible
has been used to communicate the vision, repeated through several mediums (Abraham et al. 1999, p 115; Kotter, 2007, pp 99-100).

Our respondents talk about the importance of communicating and constantly informing the employees. However, there is a tendency among them to refer to the Intranet and then say that “the information is there for whoever wants to go find it”. We argue that true communication is about communicating in a way that the sender gets the message through to the receiver, instead of expecting the receiver to go find the message. It is up to the part that wants to communicate to make sure that the message has gone through. Theory stresses that both words and actions support the communication and that it is important to repeat it through every medium possible (Abraham et al. 1999, p 115; Kotter, 2007, pp 99-100; Smith 2003). It seems like all of our respondents except one are somewhat in line with theory. Organization Learn does this to a larger extent through their annual events, while Organization IT’s communication with their employees is clearly insufficient in relation to theory and may lead to employees not knowing what is expected of them. Theory also stresses the importance of managers setting a good example (Kotter, 2007, pp 99-100). It is not possible to draw any conclusions as to whether communication is more important when it comes to changing an organizational culture to become more environmentally friendly than for general organizational cultural change.

When people that will be affected by the change are allowed to be included and help change the process, behavior is more likely to be changed and the initiative more likely to be successful (Andre 2013, p 47; Dervitsiotis 2005, p 926; Franz 2004 pp 938-939). From the somewhat common responses from our empirical findings, it seems clear that employee involvement at all levels is very beneficial in the work with trying to create an environmentally friendly culture. We would say that it seems to be even more so for changes to create an environmentally friendly culture than for organizational cultural change in general, since employees may feel that the environmental work is not something important, if they are not included. Our respondents confirmed that including employees is beneficial. “People don’t like change and the older they get the less likely they are to want to change. The key is to inform, inform and inform” (IT). Energy noticed the same thing with their blue-collar staff. They did not feel included and as a result, they did not see the need of changing since they thought it was just something that management had come up with. As soon as more effort was put in to get all employees on board, the response from the employees changed too. Both in general organizational cultural change and change directed towards creating an environmentally friendly organizational culture, involving employees from an early start is important.

But it seems as if when changing the culture to becoming more environmentally friendly it is even more important, as the change is voluntary, to get the employees onboard, if the intention is to achieve the change relatively fast. If the intention on the other hand is to “sneak it in, little by little” as Learn intends to keep doing, and if you have an extensive amount of time but small resources/means to do the implementation, then this aspect might not be as important. This is of course related to the type of business they operate in. An industrial organization probably doesn’t have the luxury of sneaking in the changes over years or decades, while an ‘office organization’ with relatively low negative environmental impact has more time on their hands. Industry also said that the environmental work was pushed mainly by the audits and the employees were considerably less involved by not being allowed to step outside of the
lines and do more than they were instructed, a clear case of not encouraging involvement. This is probably not only due to not involving the employees but could also partly have its source in not having any follow up education and training.

The way Energy has chosen to work towards becoming more environmentally friendly is in many ways the opposite of the path Learn decided to take. While Energy went all in, Learn has been taking its time. The question is, what is deeper imprinted in the employees? As mentioned in the theory, changing a culture takes time (Bluestone 2011, p 20; Smith 2003, p 250), which is something that is likely to be true for all types of cultural change.

6.4 Policies
Our findings indicate that having environmental policies is something that is needed for the work with changing an organizational culture to become more environmentally friendly. They work hand in hand with environmental goals and visions and can be seen as a road map for employees for how to fulfill the goals. Even Organization Learn that doesn't have any formal policies has realized that they are needed, after requests from employees. This is line with the theoretic framework that policies are codes of conduct (Kantor & Weisberg 2002, p 688), ensuring that ensure that everyone works toward common environmental goals with the benefit of increasing commitment, effectiveness and willingness in the daily work of the employees (Collier & Esteban 2007, pp 20-21; Stoughton & Ludema 2012, p 514). Organizations Energy, Air and Industry are all working with environmental policies, on organizational level as well as business unit level and by that have a way of reaching many employees in a way that makes sense to them and affects their daily work. Organizational IT only has an environmental policy on organizational level, which is what the theory describes (Stoughton & Ludema 2012, p 514). We however argue that what Air, Industry and Energy are doing is to bring the environmental work and policies down to a level that connects to all employees. Organization Learn on the other hand does not have any environmental policies but has recently realized they need them, much because of requests from employees. Our respondent also talks about how they have been working with environmental issues indirectly for many years already, before there was even such a term as code of conduct, which according to Ms. Learn is a relatively new trend among businesses. As theory states, managers need policies to be able to set a good example, while employees need them to feel connected to environmental goals and work effectively (Collier & Esteban 2007; Kantor & Weisberg 2002, p 688; Stoughton & Ludema 2012, p 514).

6.5 Implementation Plan
All of our respondents with some sort implementation plan seem to view it as a one time kickoff or starting point, rather than a long term term step by step plan for how to achieve their long term environmental vision. These findings directly contradict our theory, that describes an implementation plan as a step-by-step plan for how to achieve the organization’s vision and break down the changes to pieces so that the changes are not overwhelming (Andre 2013, p 43). Theory even goes as far as saying that “failing to plan for change equates to planning to fail” (Atkinson 2010, p 35). Our findings however indicate that having an implementation plan may be less crucial when trying to change the culture to become more environmentally friendly as opposed to general organizational cultural change. This could be related to environmental cultural change
being a more peripheral goal and not the core objective of the organization. It is also possible that environmental change is seen as less threatening than organizational change. There are usually no job cuts related to this change and overall the changes seem to have been relatively undramatic for our respondents. Learn talks about “sneaking” in the changes gradually in order to change people’s attitudes and behavior. All our respondents work with environmental issues and all claims to be successful with the environmental work. This could mean that either the implementation plan is not necessary when it comes to environmental cultural change, or maybe our respondents’ environmental work would have been performing even/much better if they would have had a plan for how to reach their goals from start to end. We would like to argue, however, that it might have to do with the fact that all of them to some extent have a vision that is a moving target, such as wanting to be the market leader within its field. A vision like this would in fact mean that they will never be done, they don’t have a measurable vision where they at some point will be able to sit back and say that they are done. For environmental cultural change, we would say that it could be nearly impossible to from the beginning know what the future holds, as this is an field where the conditions and rules of the game constantly change with new research and better knowledge for how to improve the environmental work and lessen the footprint.

Evaluation
IT, Air and Industry all have three levels of evaluation of their environmental work. They all have internal audits made by management or the environmental manager at the local organization. They all also have a higher level of audits made by the headquarters or an external firm. On top of this they all also have some type of audit that is out of their control due to regulations by the authority or due to certifications that require external audits. Energy has a down period of the environmental evaluations due to the acquisition, but normally work with evaluations to be able to improve their environmental work. Learn on the other hand only has an informal type of random verbal evaluation. However, without any policies they don’t have anything to compare to and evaluate. The theory briefly mentions the evaluation as a necessary part to adjust work and improve results (Price & Chahal, 2006; Andre, 2013, p 43; Epstein & Buhovac, 2010, p307). To at least three of our respondents it seems to be an essential part. They all talked a lot about evaluation and while IT takes it very seriously with verbal tests to ensure that all employees understand what is requested from them, Air claims that “Goals should be clear and measurable” and that it’s the only way of knowing how well they are doing. Industry goes as far as to say that without the evaluation all environmental policies would end up forgotten on a shelf, and it is a way to improve work. Though Energy doesn’t talk about it to the same extent, they also say that they evaluate to be able to improve and measure. Theories regarding organizational cultural change do not put a lot of focus on evaluation. Our findings, however, show that evaluation may be way more important when it comes to environmental cultural change. It would seem like when it come to environmental cultural change, evaluation might be more important than other types of cultural change. Maybe due to the fact that it is not a part of the core business, and it would be an easy part to cut out of the work day to lessen the pressure. But as long as the environmental work is being evaluated it is given importance from both managers and staff.
6.6 The Role of the Manager in Creating the Organizational Culture

Four out of our five respondents could give an answer to where the change initiative came from; in all cases from top management. This is in line with our theory, which states that managers are the ones that need to lead the environmentally friendly change and cannot delegate the work with changing a culture (Collier & Esteban 2007, pp 29-30). For our fifth respondent, Learn, who doesn’t not know who initiated and carried through the initial decision, it is clear that our respondents are very committed to the environmental goals within the organization, Ms Learn because of a strong personal belief and Mr Communication out of concern for the brand and the organization’s closely attached stakeholders. While IT has a decision made at top management level, they seem to have little management involvement in the daily environmental work of employees, which may be connected to their size and the HQ distance to Scandinavian region where our respondent works. Energy explains it spot on when she says that “the recipe for success lies in that their CEO that was very supportive of the system” and “it does not matter how good you are as an environmental manager, if management does not prioritize it, it will never be a good system.” She emphasizes that at she is very aware of the importance of management commitment after seeing a similar project failing due to lack of management commitment at a previous workplace.

As we argued in our theoretical chapter, having committed managers will be the difference between a halfhearted try and a true effort. Theory also states that consultants may cause problems when it comes to environmental change (Fernández et al. 2003, p 641; Price A.D.F. and Chahal, K. 2006, p 249). What the environmental work would be like today if they had not used consultants is hard to say, however we can say that from what we learnt during the interview with Mr Industry they do not seem to have less management commitment than the other respondents.

Our theory states that the ones who in fact are most likely to have the immediate contact with employees and hence are the ones who will support and encourage them are mid-level managers (Smith, 2003). As all of our respondents are environmental managers rather than mid-level managers we are unable to draw any conclusions of their personal traits and connection to employees. Both Energy and Air put most of the responsibility on their mid-level managers. Mr Air shows his commitment to mid-level managers’ environmental work by always being available and informally following up how the environmental work is going, not only at the quarterly formal evaluation. He sets a good example by showing his commitment and support to mid-level management. At organization Learn higher management is very careful to always act in a way that sets a good example to all other members of the organization. For example, Ms Learn always chooses the most environmentally friendly alternative and is very happy to talk about it to anyone who will listen. In the words of Ms Learn “Overall, setting a good example is important and an effective way of influencing other people to at least consider doing the same. It’s important to live in a way that you believe in yourself instead of just talking about it and then do the opposite”. Mr Industry has very little contact with the employees. His job is to motivate the managers so that they, in turn, can motivate their employees. Mr Industry explains how their system with external audits forces mid-level managers to always improve and develop the environmental work in their department.

Ms Learn is the one of our respondents who most stands out as a personal believer who takes every opportunity to share her environmental values and set a good example, she wants to be a role model; “We have to set a good example to be able to clearly motivate
better brain work just introducing Respondents 6.7 organizational environmental is that have employees we also the focus Atkinson environmental they them, HQ improving improving employee (Abraham et al. 1999, pp 114-115; Andre 2013, pp 45-46; Collier & Esteban 2007, pp 26, 30; Epstein & Rejc Buhovac 2010, p 308; Hansson et al. 2003, pp 997 & 1001; Stoughton & Ludema 2012, p 507). The fact that mid-level managers at Industry are always developing and improving their environmental work is another good way to set an example to employees of how important they consider the project to be. In order to succeed with their job to improve they have to have employees on their side. IT also mentions the need for managers to follow the rules, but doesn’t talk about improving their work. It would seem like manager inspiration is lacking at IT since US HQ took over the environmental work. At Air our respondent says he doesn’t do much to motivate mid-level managers, but he explains how he does quarterly follow ups with them, makes sure to informally talk to them about their environmental work and how they are doing, and keep a close dialogue in general. This to us seems like an environmental manager who is very dedicated to environmental issues and the success of his lower managers. Energy shows a great understanding for the importance of top management’s dedication, as mentioned in theory (Abraham et al. 1999, p 114; Atkinson 2010, p 40) where top managers make sure to visit the different departments to motivate environmental work, take part in environmental meetings and give extra focus to department in need of it. Energy, Air as well as Industry also emphasize that in the end it is the mid-level management that is responsible for the environmental result. Also Learn tells us that at the end it is very much up to the regional managers how well the work is done, that at their headquarters it is hard to control what they really do. As we can recall from our theoretic chapter, the manager needs to inspire and encourage employees (Abraham et al. 1999, pp 114-115; Collier & Esteban 2007, p 30), something they are both doing. In general we can say that as far as we know all of our respondents have motivated and dedicated top management, but to what extent mid-level management is the same we can only speculate. However, from our findings we can see that the role of the manager is of the same importance as the theory for general organizational cultural change states. We can also see that the role of mid management is of extreme importance, since they act as messengers from the top, spreading the environmental culture to their employees, something that is also in line with theory for organizational change (Smith 2003, p 259).

6.7 Employee Involvement and Empowerment

Respondents Energy, Air and Industry have all involved their employees when introducing their environmental control systems, though on different levels. As mentioned earlier, reactions were a little bit negative at the start among blue-collar staff at Organization Energy, as they didn’t feel included and thought the whole thing was just something that some manager had come up with. However, the environmental work started with a mandatory kickoff where all employees had discussions and brainstorming sessions for how to improve their environmental work. They have also chosen to put together people from each business unit when documenting their environmental processes rather than hiring a consultant to do the work. We believe this is a great way to involve the employees and make them feel included. At Energy, management understands that it is the employees who understand the existing processes better than anyone else, even if they don’t have any formal environmental training. Their experience in combination with an environmental manager’s understanding of the environmental aspects is a great way to bring forward environmental processes and
policies that will in fact have their foundation in existing ways of working and fits with the organization, as opposed to a distanced policy without possibility to get implemented in real life. At organization Air, the processes were first documented and then the employees in each department got to comment and give their input, so that the instructions for the environmental control system would reflect reality of the daily work and not the other way around. Theory stresses the importance of managers including employees in the decision process and letting them come up with ideas and suggestions (Kitazawa & Sarkis 2000, pp 240-241; Abraham et al 1999, pp 116, 125; Fernández et al. 2003, p 643; Perron 2006, p 552; Hansson et al. 2002, p 997-998; D’Aprix & Tyler CF 2006, p 23). That is also what motivates them to be more environmentally friendly. (Perron 2006, p 552; Kitazawa & Sarkis 2000, pp 240, 241, 243). Since the initial negative reactions among blue-collars, Energy has come a long way by making a conscious effort to involve all employees during internal audits and regularly ask for feedback, which increase employees’ understanding for environmental issues. “They used to be terrified of auditors, because it sounds like an interrogation, but the management has made it clear that they see the audits as possibilities for improvement rather than deviations and that all suggestions can help them do so”.

A great thing Energy does to guarantee employee involvement is to give each employee responsibility of at least one environmental activity. Air also describes how they give the employees full responsibility for the environmental work in their area of expertise. He also emphasizes that they encourage and trust all employees to solve environmental issues on they own as far as they can. In this way they are able to give their employees the independence and trust, which theory describes as an important factor to encourage creativity is needed to improve the environmental work, empower employees and cut unnecessary management involvement Perron 2006) p 553; Kitazawa & Sarkis 2000, pp 229, 241; Govindarajulu & Daily 2004, p 366; Epstein & Rejc Buhovac 2010, p 313, Hansson et al. 2003, p 1002;).

At organization Energy, Air and IT, there are certain minimum requirements to follow but managers let their employees know that they have the opportunity to take own initiatives in the environmental work and encourage them to do so, as long as it is within their area of expertise and qualification. At Air this is also continuously stressed and communicated during meetings with employees. Also i organization Learn, own environmental initiatives are encouraged. One of the things that has turned into a general recommendation after a suggestion from an employee is that they no longer buy bottled water. This way Learn has continuous employee involvement and encourages employees to bring forward suggestions for environmental improvements. To encourage employees to take responsibility is something these four respondents all work with. Energy’s Internet based system for suggesting environmental improvements has been successful in the way that after it was implemented they have received an increased amount of suggestions. Their environmental inspiration days also bring forth many new ideas from employees.

In organization Industry, the situation is quite the contrary, where employees are expected to work in exactly the same way, according to the documented procedure. Employees are welcome to suggest environmental improvements, which are then considered. Mr IT explains how their employees are always welcome to work more with environmental improvement than what is asked of them, but they don’t have a formal way of involving employees in environmental improvement. As Mr IT
mentioned before, at IT they have common environmental policies for the whole organization consisting of 4000 employees with HQ in USA. It could be that due to the way the environmental policies are set up, it feels too large to have suggestions for improvements, as it would mean changing policies for the whole organization. The difference between them and our other three respondents is that there is either no formal way of involving the employees or employee involvement is pretty much discouraged. Both respondents have their parent company abroad, so it is possible that being part of a big global organization allows for little flexibility and freedom when it comes to making environmental decisions. It could be that suggestions are harder to incorporate when everybody in all countries are expected to work according to the same policies. Both theories for organizational cultural change and environmental cultural change stress the importance of managers including employees in the decision process and letting them come up with ideas and suggestions (Kitazawa & Sarkis 2000, pp 240-241; Abraham et al 1999, pp 116, 125; Fernándezes et al. 2003, p 643; Perron 2006, p 552; Hansson et al. 2002, p 997-998; D’Aprix & Tyler CF 2006, p 23). That is also what motivates them to be more environmentally friendly. (Perron 2006, p 552; Kitazawa & Sarkis 2000, pp 240, 241, 243). It is therefore possible that employees at Industry and IT do what is expected from them but no more, while the employees at our other respondents’ organizations are constantly encouraged to come with suggestions for improvement and being actively involved, allowing the environmental work to constantly improve and develop.

All in all, our respondents try to integrate the environmental work in the daily work of the organization. We can see evidence of this from Ms Energy from statements such as: “With time there is a much greater understanding for working with environmental issues and at the same time it has turned into a natural part of the daily activities, that nobody finds weird” and “another thing that has changed is that environmental questions do not come last, but rather stay at the back of people’s minds”. At Air, Mr Air believes that “when it comes to the daily environmental work, it has become a natural part of the culture” or in the words of Ms Learn: “In a way these questions are entering in people’s minds and awareness”.

6.8 Feedback
Both general organizational cultural change theories and theories for environmental change mention feedback as a way to get motivated and committed employees (Epstein & Rejc Buhovac 2010, p 312; Price & Chahal 2006, p 247)), this is something that seems important to the majority of our respondents and likely plays an important role when trying to change the culture to become more environmentally friendly. It is even possible that the role of feedback plays a bigger importance when it comes to environmental cultural change than organizational cultural change in general. All of our respondents give verbal feedback to their employees regarding the environmental work. To some extent all of the organization’s employees also give feedback to their managers, in most cases in the shape of ideas for improving the environmental work. Only Energy has a formal way of letting employees give them feedback yearly, in their case on the new activity plan for the coming year. This kind of mutual feedback is a motivating factor in the process of becoming more environmentally friendly, as it stimulates everyone involved to continue to improve (Price & Chahal 2006, p 247). All organizations except Learn combine verbal feedback with written information regarding goals reached and other valuable information, which is likely to further motivate staff
(Chinander 2001 & Ramus 2001 in Govindarajulu & Daily 2004, p 369; Epstein & Rejc Buhovac 2010, p 312). At Learn they say this is impossible as they do not have any formal evaluation of their environmental work. They do however work extensively with personal feedback and encouraging their employees, more than anyone of the other respondents. Energy gives personal feedback on suggestions for improvement and IT give their employees a yearly evaluation, while Air and Industry do not work with personal feedback at all for the environmental work. Our theory does not mention personal feedback specifically, but we would argue that if there is positive personal feedback being given, this will increase the motivation of the employee as it will show the employee he or she is being seen and valued for the work and extra efforts being made. As for feedback being given in group, such as morning meetings etc., this is something all of our respondents except Learn work with on a continuous basis. At Learn this could be difficult in general for the same reason as with written feedback, there is no formal policy for this. But all other respondents let their employees know how well they are doing in terms of reaching goals, results of audits and such. At Industry they applaud themselves when they have done a good environmental job! All of these ways to encourage and motivate employees are likely very motivating and beneficial for the environmental work, all ways of communicating and letting employees know how good they are and how valuable their work is will encourage them to continue their work (Chinander 2001 & Ramus 2001 in Govindarajulu & Daily 2004, p 369; Epstein & Rejc Buhovac 2010, p 312).

**6.9 Rewards and Punishment**

Four of our respondents use recognition as a kind of reward. Our theory lifts out recognition as a positive, encouraging and motivating reward for improving the environmental work (Epstein & Buhovac 2010, pp 312, 313; Govindarajulu 2004). As Energy says, they encourage people for their ideas with praise as the reward. Industry are the only ones not using rewards, still this does not mean that their culture is not more environmentally friendly than it used to be before they started working towards environmental goals. We argue that rewards work as a positive driver to encourage employees to become involved in the changes, but we do not see indications that this would be critical factor in the change process towards becoming more environmentally friendly.

IT also uses recognition as reward when they inform all employees of rewards they achieved, as well as the environmental movie competition they held. At Air, praise is also the go-to award for well doings regarding the environmental work. At Learn they have an environmental award they give out every second year and Ms Learn gives employees and mid-level managers extensive encouragement, a recognition even though not always public or formal. At Industry they differ, they don’t give out any kind of rewards.

When Industry started working with environmental issues they had financial rewards, but now they no longer use any kind of reward. At Energy they occasionally use rewards such as lottery tickets, but none of the other uses anything that can be viewed as a financial reward. While theory lifts out financial awards as strong motivators (Epstein & Buhovac 2010 pp 312, 313) it would seem to be something that our respondents do not find to be the best solution. Energy are the only ones who expressed that they are working with negative attention as a mean to reach the environmental goals. It is hard to
draw the line of if negative attention should be considered a punishment, but Ms Energy explains that they used to have a newsletter with a list of how many environmental improvement ideas each department had. When they started using the Intranet more this list disappeared, but they are implementing it again at the Intranet as they think it is a good way to motivate employees to come up with ideas. “No one wants to be on the bottom of the list several weeks in a row”, Ms Energy says. In a way, we see this as an indication of the employees having adapted to the environmental culture in the organization, no one would care if they were at the bottom of the list, if they didn’t care about the environmental culture and what the other employees would think. Mr Industry threatens managers with punishment if he is not satisfied. Even if it has never lead to a punishment, the negative feelings created can be a punishment in itself. Punishments are the most debated of our theories (Abraham et al. 1999, pp 125-126; Govindarajulu & Daily 2004, p 369), and as we argued in the theoretical chapter we believe most situations can be solved better in other ways. It is somewhat to our surprise that Energy who previously talked about creating a positive feeling surrounding the environmental work are the ones who makes a public list of which department has the most and the least ideas for environmental improvement.

Energy and Industry are far from each other on this point. Energy highly encourages new ideas from their employees regarding their environmental work, to the extent that they are ready to give the ones that don’t have ideas negative attention, and reward new ideas. Industry on the other hand has work processes that do not allow their employees to step outside of the line and do environmental improvements. They are encouraged to bring ideas forward to management, and the ideas can be implemented in the work process, but there is no routine for handling ideas and hence it would seem like they do not get an extensive amount of ideas, and for the ideas there are no rewards. It is hard to know what is the chicken and what is the egg, i.e. are there no ideas because there are no rewards, or are there no rewards because there are no ideas?

IT’s daily work at times in the interview seems to be monotonous and not have a lot of environmental motivation, perhaps due to the size of the organization and the fact that decisions are made far from the staff who actually work with the implementation. They do however have yearly environmental competition for environmental innovation which can be both inspiring and “big” (this year making an environmental movie). It encourages all employees with an interest to take part and the reward for winning it is big, as well as the recognition it can give. At an organization as big as this, the employees who actually get involved have the opportunity to make a big difference. It could be, that a big thing once a year might compensate for many small things that other organizations might do to change the culture but IT doesn’t. It seems like they have decided to go “all in” once a year and for the rest of the year be satisfied with mostly following the rules.

6.10 Communication through Education and Training
Our findings show that education and training is important when trying to work toward a more environmentally friendly organizational culture and all respondents emphasize the importance of it. The little research there is within environmental cultural change puts a heavy focus on education and training (Jabbour 2013; Perron et al. 2006; Hansson et al. 2003, p 1002; Borland 2009, p 554; Ravasi, D & Schultz, M. 2006). The organizations differ greatly, however, in how education and training is conducted.
While they in general have worked with involving employees, they are far apart when it comes to follow-up. All educate new employees. Both Energy and Air have trainings where participants take an active part. We argue that what IT does sets a good example with their reoccurring environmental trainings for employees with different focus, in combination with yearly online trainings, is a good way for the organization to show how important the environmental work is. Energy and Air have both had brainstorming sessions where employees were involved, something that was much appreciated. Brainstorming, along with training and information, is according to literature useful when wanting to change the organizational culture (Begley 1996 and Woods 1993 in Govindarajulu & Daily 2004, p 366). All of our respondents except for Industry put a lot of effort in to education and keeping employees regularly updated on environmental aspects. Industry has not had any follow-up of their training, but still their employees seem to be informed of how to work with the environmental issues and way. It could be the extensive auditing they have to go through yearly with external audit, audit from HQ and internal audit, might compensate for the education. Like Mr Industry expressed it: “If it weren’t for the environmental audits, the whole thing would probably end up forgotten in a folder on a shelf somewhere”. During audits they are asked how they work with environmental issues, and how they think the work is going, which involves the employees to some extent.

In order for the change to be sustainable, it is also important to give both managers and employees regular updates, where they are reminded of the importance of the environmental objectives (Hansson et al. 2003, p 1002). This is something that our respondents do to a certain extent. Energy has their online environmental ‘driver’s license’ and IT an online training with a new theme or focus every year and Air with a refresher training once every couple of years. Organization Learn has great ambition for future training and is putting together a project group, since environmental knowledge differs so much within the organization and they have theme days every year, where different environmental issues are the focus. We argue that offering training with a new focus every year may act as a motivator for employees, rather than just hearing about the latest environmental policies.

It could be that out of all of the theories we have found, this is the one easiest to understand and grip without having a lot of previous knowledge about how things are to be done. It is almost obvious that in order to get employees on board with such a change in their daily work, they need to have information, and a common way to give it is through education and training. It is probably the way our respondents have implemented other changes throughout their history. As Ms Energy said, education “is likely to increase employees’ commitment and motivation, thus making them more likely to be in favor of the changes”. When it comes to environmental issues there are also continuous updates and the latest standards, which means that to keep up with this work they will have to update their employees. If they do not they will very soon fall behind, and will lose their employees’ interest for the issues. We would argue that even though our respondents work with reeducating in different ways, the way they explain how they do it seems half hearted and far from the energy that was put in at the start, except for Learn, where we don’t know how it started. However, they do not have a common uniform environmental education throughout the organization, but it is up to the managers of the districts to plan and execute. From the overall image we have of the respondents, this may be one of the factors causing them to have an environmental cultural life cycle where they start off the project, but maintain it poorly and hence
every so often have to start over, which Energy in a way, but mostly Learn shows. As mentioned, both manager and employees regularly need to be updated and reminded of the importance of the environmental work (Hansson et al. 2003, p 1002). Theory also states that the whole purpose of the training is to motivate and integrate environmental practices in the organizational culture (Cook & Seith 1992 in Fernández et al. 2003 p 645; Jabbour & Santos 2008 p 53; Stoughton & Ludema 2012, p 512) and for this to be a permanent change it would seem very likely that one training opportunity is not enough. Energy stands out as really taking it far when it comes to involving the employees in the education and training. They had brainstorming sessions and encouraged all feedback and information they could get from them, which they later on used to create a policy. Out of all of our respondents, the decision to become an environmentally friendly organization was made most recently. It could be the way they are working is more modern and more of a focus than it is at the other organizations, and with the background their environmental manager where this is not the first organization she does this for, she may have a more structured way of working with education and knowing what needs to be done.
7. Conclusions

In this chapter we will make the conclusions from the analysis, which will answer the problem statement and purpose of the thesis. Based on our findings, we will make suggestions for how organizations can use the implications we have found for improving their environmental work. We will end the chapter by giving suggestions for future research.

Problem
How can an organizational culture be changed towards becoming environmentally friendly?

Our empirical findings suggest that most of the theories on organizational cultural change are also relevant when trying to create an environmentally friendly organizational culture and hence all of the following theories are important to reach the desired changes: motivation and commitment, communication, vision and goals, policies, implementation plan, the role of the manager, employee involvement and empowerment, feedback, reward and education and training. What needs to be adjusted are the interdependent proportions of the theories described in our theoretical chapter. Evaluation and education and training seem to play a more important role than for general organizational cultural change. We found that as long as the environmental work is being evaluated it is given importance from both managers and staff. We could also see that management sets the tone in the organization and although an environmental cultural change can be introduced by an enthusiast in the organization, it needs support from the top in order to succeed in the long run and get everybody onboard. Communication in all ways possible within the organization is therefore of highest importance when implementing the above methods.

Purpose
The purpose of this study is to increase our understanding and knowledge for how an organizational culture is changed towards becoming environmentally friendly.

The main drivers of motivation that we have found are communication and the importance of getting all employees involved in the environmental work. Employees need to be recognized and encouraged for their work and actually feel that they are included. We found that organizing fun events such as different kick-offs, making an environmental movie, being out in nature, i.e. not just sitting in a chair being lectured gives more life to the environmental work and sparks new ideas from the employees. Making all employees feel like they are included in the process and that they understand the need for change is also something that seems crucial to getting people onboard.

We would like to learn how approaches for changing organizational culture are used for organizations trying to become more environmentally friendly and how managers can motivate employees to become committed towards the organization’s environmental goals.

A lot of emphasis needs to be put on evaluation, even though existing theory was very weak in this area. Reward and punishment were not used much, though personal recognition war more commonly used. It should however not be forgotten that there are certain things that need to be part of the environmental work, the “hygiene factors”, the
basics that should be natural in every change process such as setting up a clear vision, goals and making a plan for how to reach the goals and in the end the vision. And such, employees need to be educated so that they are at least informed of what they are working towards and why. But the way that environmental work is different is that there is always new research finding better ways to work, there are always new studies pointing out yet another thing that is bad for the environment. As we repeated many times this is what makes the environmental change so different. Instead of just changing and adjusting to new technology or a new organizational structure, what has to be changed is the way of being open and looking to always keep changing and improving.

*With this study we intend to contribute to how organizational cultural change theory can be further developed to suit changes toward an environmentally friendly organizational culture.*

Broadly, the theories typically used for changing an organizational culture in general are also applicable when organizations are aiming towards becoming more environmentally friendly. There are however many adjustments to be made in which parts of the theories are most important. What we have gathered is that there is no end to the work, but the environmental work and adaption is constant, even though the *mindset* of working environmentally can be permanently changed and build in to the culture of employees. We do however see a tendency of the respondents going through an environmental cultural life cycle where they start off the project, but maintain it poorly and hence every so often have to start over, which Energy in a way, but mostly Learn shows. More focus therefore needs to be put into maintaining the cultural changes and not ever believe that the work is done.

### 7.2 Implications for Organizations

Since management sets the tone from the top it is of greatest importance that they take a stand and communicate the vision to the whole organization in as many communication channels as possible. It is all too easy to say something once or send out an email to the whole organization and then think communication has been made. It is also important to remember that the larger the business is, the heavier the impact on society and by ingraining positive environmental cultural changes in employees the positive changes will likely bleed over to other areas in their lives outside of the organizations and hence affecting the environment in a positive way. Individuals start to think about their impact and what they can do to change it. None of our respondents had the environment as a core business and as a business needs to be profitable or there will be no business. However, there was awareness that environmental issues are important and that there could also be no business if these questions weren’t given serious priority.

### 7.1 Suggestions for Future Research

This thesis was written out of an environmental manager’s perspective. During our work with the thesis it has come very clear to us that even though we had to start somewhere and chose the person who is the single one person in an organization best fitted to answer our questions, it would have been very valuable to have the view of other people within the organizations. First of all, the mid-level manager who is the messenger between the environmental manager and the employees is the one with day
to day contact in both directions and surely is a source of much input. It would also be interesting out of an employee perspective, how have they perceived the changes? They are the ones who can really tell if the culture has changed, and they are the ones who can tell what in the changing process was beneficial, what they need more of, and what they think is a waste of time. Moreover, we ourselves, if put in the situation of writing a thesis again, would like to do a case study of one organization working towards becoming more environmentally friendly, and interview a top manager such as the CEO or a board member, an environmental manager, mid-level manager, an employee, to in one organization form the whole picture.

Another study could be to evaluate how the economic crisis the past 5 years has affected the environmental work within organizations. How sensitive is the environmental work to economic change in the organizations?
8. Truth Criteria for Qualitative Research

Through the truth criteria we go back to evaluate if the way we have conducted this thesis is in a way so that the results can be trusted. When reflecting upon the work of a thesis, there are a few criteria to look at to ensure that the thesis has followed the rules.

It is not enough for us to claim that our study, although well carried out will automatically lead to relevant conclusions, which is why criteria for judging the quality of the study and the findings need to be introduced (Miles & Huberman 1993, p 277). According to Saunders et al., the most prominent criteria for qualitative research are reliability and validity (2003, p 100), while Bryman and Bell (2011, p 394) argue that they need to be adapted to fit qualitative research, since the very nature of qualitative studies make them hard to measure (Bryman & Bell 2011, p 286). A way to do this adaptation is simply to downplay the role of measurement and instead focus on observing, identifying or measuring what you say you are (Mason 1996:21 in Bryman & Bell 2011, p 287). Lincoln and Guba (1985 & 1994 in Bryman & Bell, pp 288-289) provide an alternative to reliability and validity that is more suitable for qualitative studies:

- Credibility for internal validity
- Transferability for external validity
- Dependability for reliability
- Conformability for objectivity
- They also suggest adding a fifth criterion, authenticity

To this mix we have chosen to add utilization and actionability of the research as described by Johansson Lindfors (Johansson Lindfors 1993, p 167), describing the theoretical and practical contribution of the research.

8.1 Credibility/ Internal Validity

In the context of a quantititative study, validity is the term for truthfulness in the study. That is, do the findings reflect a fair image of the researched organizations? It is both about conducting research in a way that is considered good practice and as a researcher submitting the findings to show that he or she has correctly understood the social world (Bryman and Bell 2011, p 289). We have to the best of our abilities conducted our study according to good practice and argue that our findings reflect a part of the social world. Can we argue that the image we portrait is applicable to the whole organization? No, we cannot do that since our findings reflect the view and experiences of individuals operating in a large organization. We can however with certainty say that we have done our best to interpret their version as correctly as possible.

Throughout the thesis we have been careful to always keep the problem statement and purpose in mind, to ensure that the research keeps on track and that we research what we intended to. When we analyzed the empirical findings we linked back to the theory (Miles & Huberman 1994, p 279). A confirmation of this is that the theoretical foundation to a large extent agrees with the empirical findings, though we found some areas where the theories could be further developed to fit environmental work.
8.2 Transferability/External Validity
Qualitative research tends to be deeper rather than broad in their nature. Qualitative researchers are instead recommended to produce a ‘thick description’ (Geertz 1973a in Bryman & Bell 2011, p 289), rich accounts with as much details as possible rather than generalizing the findings across social settings. That way there is more of a base with some possibility of transferring the findings to another setting.

When choosing respondents, we deliberately chose to have a wide range of industries to not only see if there is a tendency in how organizations work with their environmental implementation in one line of business, but if there were tendencies across them. Even though we cannot claim to have a research that can be generally applicable as a greater number would be necessary for such a claim, we do believe that our research has deepened our understanding of how organizations work with our researched issue as all of our respondents had several common traits.

The interviews were conducted anonymously, a contributing factor to receiving truthful material and validity. A comment one of our respondents did which emphasizes the value of anonymous interviews in terms of information, was “I probably should not tell you this, but…” and hence likely providing use with a thicker description than we would have gotten had they not been anonymous.

8.3 Dependability/Reliability
Reliability aims ensuring that the study is consistent over time and across methods, thereby allowing other researchers to come up with similar results. In order to evaluate the thesis we will look at the reliability of the thesis, both external reliability and internal reliability. This is seen kind of like an auditing approach with records kept of all phases of research (Guba & Lincoln in Bryman & Bell 2001, p 289).

8.3.1 Internal Reliability
When interviewing our respondents the interviews were recorded in order to avoid losing any information. They were then transcribed, translated and sent as a running text to our respondents for approval, via email. The final empirical data was approved by all of our respondents. The authors’s preconceptions where explained in chapter 2. We were both involved in the research process and interpreted the findings in a similar way, which further confirms the reliability. When analyzing the empirical material we discussed every part of it until we were both in agreement. We hence argue that the internal reliability in this thesis is high.

8.3.2 External Reliability
The results of our study are not meant to be replicated, as they are a reflection of reality of the time when they were collected (Saunders et al. 2009, p 327). As we have mentioned earlier, we started writing this thesis in 2008 and a lot of things may have happened in our respondent organizations since then. To replicate this study would take organizing the exact same setting, the same interviewees and environment. Almost six
years have passed since we conducted the interviews, and we believe that by this time it would be nearly impossible to replicate the study. We do however argue that if the study was conducted again, with the same respondents and organizations, the answers would be in line but their work might have been affected by the economic crisis of 2008 and the ongoing development within environmental issues in general. Two of our respondents were in the process of further improving their environmental work, which is likely to have come further by now. Still, our respondents were all since long involved in the environmental work within the organizations and, again, to develop the environmental work is a part of the natural process. Even though time has passed since we conducted the interviews, we argue that the results from this thesis are still valuable in the further development of cultural change theories with regards to environmental work.

8.4 Conformability/Objectivity
Conformability recognizes that it is impossible to be completely objective in business research, but it is important for the researchers to show that they have acted in good faith and have not allowed personal values to get in the way of the findings and research (Bryman & Bell 2011, p 289). When designing the interview guide we avoided wordings that can be interpreted as having any charge or value in order to avoid that our values and preconceptions got in the way. We have also been careful not to influence the respondents in any way, asked them to explain and describe rather than asking leading questions etc.

8.5 Authenticity
This concerns the wider impact of research and Guba and Lincoln mention fairness, of the data when it comes to structures and contexts (in Bryman & Bell 2011, p 289). For example, just interviewing senior managers does not give a representative view of the perspectives of the whole organization. We have been very clear from the start that our intention with the study is not to represent the whole organization, but to give the manager’s perspective, or more specifically the environmental manager’s perspective. Anything else is beyond the scope of the study and we argue that our research has high authenticity.

8.6 Utilization and Actionability of the Research
The practical application is in the end decided by its applicability, i.e. its theoretical and practical contribution (Johansson Lindfors 1993, p 167). A definition of a good theory is that it should be fit and work (Glaser och Strauss 1967 in Johansson Lindfors 1993, p 167). However, this can really only be determined if other individuals, groups of individuals and organizations other than whom the theory was developed for, take it on and use it in order to understand or handle their reality (Johansson Lindfors 1993, p 167). However, we argue that we have increased the understanding for how an environmentally friendly organizational culture can be created as well as contributed to how organizational cultural change theory can be further developed to suit changes toward an environmentally friendly organizational culture. These findings are accessible to interested readers via the university website.
List of References


Howard-Grenville JA and Hoffman AJ. The Importance of Cultural Framing to the Success of Social Initiatives in Business. *Academy of Management Executive*. 2003, Vol. 17, No.2, 70-84


Appendix 1: Interview Guide

Background
Would you mind telling us about your background in the organization?
- Within the organization?
- What kind of education do you have?
- What is your position within the organization?
- How long have you worked for the organization?
- How long have you held the current position?
- Experience in the environment?

How many employees are there within the whole organization?

Goals/visions and policies
Why have the organization chosen to work with environmental issues?
- Where in the organization did the initiative come from?
- How long have the organization been working with environmental issues?

Is there an environmental vision for the organization?
- Can you describe the vision?
- What short-term and long-term goals do you work towards?
- How far do you think that you have come?
- Is there a timetable set up for reaching the goals?

Have the values and goals changed since they were first introduced?
- If yes, can you describe how?
- How far do you think that you have come?

In what ways do you inform employees about the goals and values?
- What means of communication are used?
- Why were those chosen?

Where amendments made to the organization's goals and visions when the environmental work was introduced?
- How extensive were the changes?
- In which way is evident in the daily work of the staff?

Are there environmental regulations and policies for employees?

Were the employees involved from the start of the environmental work?
- If yes, please describe how.
- The stage of planning
- Introduction

What reactions have you encountered from employees?
- What has been positive?
- What difficulties have you encountered?
- How have the leaders worked to solve it?

Leadership
Why were you chosen as responsible for the environmental work?

In what ways have the leaders of the organization been involved in the change towards a more environmentally friendly approach in the organization?

Do you work to motivate the employees?
- If yes, please describe how.

Are there requirements/goals set of the employees when it comes to environmental issues?
- How are employees encouraged to work towards these goals?
- How are employees who do not live up to the goals/requirements handled?

How much responsibility can the employees themselves take when it comes to environmental issues?

Are they encouraged to take initiative?
- Why have you chosen that particular approach?
- How are employees own environmental initiatives motivated and rewarded?

Will the employees receive feedback about environmental issues?
- Individual feedback
- How goals have been achieved
- Other feedback

**Education**

Have employees been educated within environmental issues?
- How was the education planned?
- What did the education look like (interactive or lecture)?
- Were there any discussions during the education?

Has there been any follow-up on the education?
- Evaluations
- Follow-up education?

Is here anything else you can tell us about your environmental work?
- Are there other ways you are working to integrate the employees in environmental work ?

**Sustainability**

Do you have a plan for how the environmental changes are to be maintained?

How far do you believe that you have come in the process of making environmental work an integral part of the organization and the daily work?