A CSR Logic -
How professions translate social responsibility

Master's Thesis 30 credits
Department of Business Studies
Uppsala University
Spring Semester of 2017
Date of Submission: 2017-05-30

August Maniette
Magdalena Hillered
Supervisor: Josef Pallas
ACKNOWLEDGEMENTS

First we would like to thank our supervisor Professor Josef Pallas for supporting us and providing advice throughout this academic journey. We are also thankful for Scania’s participation and collaboration that made our research possible. One initial contact opened many doors for us to discover how complex academic theory is translated into practice. We are grateful for contributions and valuable insights provided by all respondents. Thank you all for taking your time to share experiences and interpretations of social responsibility as a CSR logic. A final word of appreciation is directed to our colleagues from the seminar group. With your feedback and points of view, we were able to develop our research findings and contributions.

Uppsala, May 30, 2017

August Maniette

Magdalena Hillered
ABSTRACT

Increased expectations and legislation pressure companies to work with CSR and couple policy with practice. Defining a CSR logic is open for interpretation because it means something, but not always the same thing, to everybody. Professions have different interests that frame how they embed and enact a CSR logic. This makes it complex to understand how professions translate social responsibility (SR) as a CSR logic. CSR and HRM professions are potential collaborators in translating CSR due to an overlap in SR responsibilities. Merging CSR and HRM literature can therefore enhance an understanding of how SR is translated into an organization. A case study has been conducted at Scania to investigate: How do CSR and HRM professions translate social responsibility into an organization? To answer this, literature within institutional logic, translation, and co-creation have been merged. Results show that professions’ different orientations and interpretations of SR cause fragmentation and conflicting interests. These issues are reduced through a sustainability advisory board (SAB) as an organizational solution for a collective translation process. Concluding remarks discuss that embedded core values guide behavior in a translation process where professions co-create through vision, integration, and improvement to enhance the value of working around a CSR logic.

KEYWORDS:
Corporate social responsibility (CSR), human resource management (HRM), professions, translation, institutional logics, CSR logic.
# TABLE OF CONTENTS

ACKNOWLEDGEMENTS .................................................................................................................. 1

ABSTRACT ...................................................................................................................................... 2

1. INTRODUCTION .......................................................................................................................... 3
   1.1 PURPOSE .................................................................................................................................. 3

2. THEORETICAL FRAMEWORK ....................................................................................................... 4
   2.1 INSTITUTIONAL LOGICS ........................................................................................................... 4
      2.1.1 A MICRO PERSPECTIVE .................................................................................................... 4
   2.1.2 A CSR LOGIC ....................................................................................................................... 5
   2.2 TRANSLATING A LOGIC ........................................................................................................... 6
      2.2.1 THE CSR PROFESSION ..................................................................................................... 7
   2.2.2 THE HRM PROFESSION ..................................................................................................... 9
   2.3 PROFESSIONS IN CO-CREATION ............................................................................................. 10
      2.3.1 VISION ............................................................................................................................... 12
   2.3.2 INTEGRATION ..................................................................................................................... 12
   2.3.3 IMPROVEMENT ................................................................................................................ 13
   2.4 THEORETICAL SUMMARY ..................................................................................................... 14

3. METHOD ........................................................................................................................................ 16
   3.1 RESEARCH APPROACH ........................................................................................................... 16
   3.2 RESEARCH DESIGN ................................................................................................................ 16
   3.3 DATA COLLECTION ................................................................................................................ 17
      3.3.1 INTERVIEWS ..................................................................................................................... 17
   3.3.2 FINDING AND SELECTING RESPONDENTS .................................................................... 19
   3.3.3 DOCUMENTS ..................................................................................................................... 20
   3.4 OPERATIONALIZATION ......................................................................................................... 20
   3.5 RESEARCH ANALYSIS ......................................................................................................... 23

4. EMPIRICAL FINDINGS .................................................................................................................. 24
   4.1 SOCIAL RESPONSIBILITY AT SCANIA .................................................................................... 24
   4.2 A CSR LOGIC OF SOCIAL RESPONSIBILITY ....................................................................... 24
      4.2.1 THE CSR PROFESSION’S POINT OF VIEW .................................................................. 24
   4.2.2 THE HRM PROFESSION'S POINT OF VIEW ................................................................... 25
   4.3 THE CSR PROFESSION ......................................................................................................... 27
      4.3.1 VISION ............................................................................................................................... 27
   4.3.2 INTEGRATION ..................................................................................................................... 28
   4.3.3 IMPROVEMENT ................................................................................................................ 30
   4.4 THE HRM PROFESSION ........................................................................................................ 31
      4.4.1 VISION ............................................................................................................................... 31
   4.4.2 INTEGRATION ..................................................................................................................... 32
   4.4.3 IMPROVEMENT ................................................................................................................ 34

5. ANALYSIS ..................................................................................................................................... 35
   5.1 TRANSLATING A CSR LOGIC ............................................................................................... 35
   5.2 WHEN PROFESSIONS MEET ............................................................................................... 36
   5.3 CO-CREATION AROUND A CSR LOGIC ............................................................................ 37
      5.3.1 VISION ............................................................................................................................... 38
   5.3.2 INTEGRATION ..................................................................................................................... 39
   5.3.3 IMPROVEMENT ................................................................................................................ 41
6. DISCUSSION ................................................................................................................................. 43
   6.1 PROFESSIONS TRANSLATING SOCIAL RESPONSIBILITY ................................................. 43
   6.2 CO-CREATION CENTER FOR A CSR LOGIC ................................................................. 45
   6.3 CONTRIBUTION, LIMITATIONS AND FURTHER RESEARCH ........................................ 46

7. CONCLUDING REMARKS .............................................................................................................. 48

REFERENCES ....................................................................................................................................... 49

APPENDIX 1 ...................................................................................................................................... 53
1. INTRODUCTION

CSR, “(...) it means something, but not always the same thing, to everybody.”
(Votaw & Sethi, 1973; 11)

Amidst environmental degradation, managerial misconduct and social injustice, a common denominator seems to be corporate social responsibility (CSR) for companies to grasp and work with. As illustrated in the quote, understanding the meaning of CSR is difficult because some convey it as a legal responsibility while others simply equate it to a charitable contribution (Votaw & Sethi, 1973). However, multinational companies are seen as important actors in addressing such issues due to their vast resources and global influence (Auerswald, 2009). Companies have a responsibility to manage their activities in a way that leads to positive societal impact (Porter & Kramer, 2006), with a need to balance responsibilities towards stakeholders and shareholders (Sutton & Zander, 2013). Realizing the competitive opportunities of working with CSR instead of seeing it as a mere duty can reduce the risk of damaged reputation (Porter & Kramer, 2006; Thompson et al., 2013). Despite companies still being connected to scandals and accused for not acting on their CSR-related commitments, CSR remains a promising source to achieve competitive advantage (Porter & Kramer, 2006; Voegtlin et al., 2012). Working with CSR can further be motivated by the need to attract and retain employees since they value responsible companies (Emmott & Worman, 2008).

CSR can be described as a logic, an idea about how companies take responsibility for their internal organization and external environment (Kvarnström, 2016). This logic leads to organizations being pressured to couple decision-making and everyday practice to the expectations and demands of their environment (Binder, 2007). To couple decisions and everyday practices imply that organizations must anchor a CSR logic in management systems and human capital strategies (Jamali et al., 2015). This is a complex process since it is people within organizations that question, combine and make use of parts of institutional logics to fit their interests and preferences (Binder, 2007). To locally embed and enact logics can further be challenging because professions have different perceptions and obligations to create meaning in their organizational setting (Pallas et al., 2016). The Swedish 2016 legislated sustainability report (Ygeman & Malm, 2016), adds to the challenges since it pressures Swedish companies and their professions to work with CSR. Publishing sustainability reports
has not been a legal requirement before, but rather a stakeholder expectation. Companies are today obliged by law (Ygeman & Malm, 2016). Hence they have to work with and embed CSR throughout the organization. This highlights the need to better grasp the ways in which professions translate a CSR logic into organizational practices by leveraging resources, including human resources (HR) (Jamali et al., 2015).

For companies to work successfully with CSR it should be fully embedded throughout the organization (Emmott & Worman, 2008). There are, however, many companies facing challenges in embedding CSR within the organization (Jamali et al., 2015), which means they will not experience much positive effects of realizing CSR strategies. Companies may for instance implement policies, without acting accordingly, which can be described as policy-practice decoupling (Bromley & Powell, 2012). Research has found that this is how some organizations deal with pressures of responsibility from their environment, by saying things they in practice do not act upon (Kvarnström, 2016). Decoupling and failure to work with CSR can occur due to lack of necessary resources or a mere lack of will (Bromley & Powell, 2012). Failure to comply with the legislated sustainability report will be sanctioned (Ygeman & Malm, 2016), which highlights the importance of coupling CSR with organizational practice. Therefore, companies are today confronted with greater pressure to work with CSR.

The CSR profession is responsible for the company’s CSR activities to support both financial and stakeholder interests (Burke & Logsdon, 1996). Their work with CSR requires changes within the organization, from policies to the way people behave (Jamali et al, 2015). Since the human resource management (HRM) profession is central to such changes, HRM is crucial to ensure this embeddedness. HRM contributes with a people management dimension that cannot be ignored in CSR activities. This highlights HRM’s role in embedding CSR with a people perspective (Emmott & Worman, 2008), and a possibility for CSR and HRM professions to co-create value by collaborating in CSR activities (Jamali et al, 2015). The HRM profession has developed from a traditional focus on administrative and routine tasks toward strategic and change management tasks (Francis & Keegan, 2006). The profession is further argued to play an active role in translating CSR into managerial action (Jamali et al., 2015; Preuss et al., 2009).

Despite that the CSR profession has long been connected with an external focus, and the HRM profession with an inward focus within organizations, there are apparent overlaps
between the two and especially when it comes to social responsibility (SR). However, CSR and HRM literature have more or less grown as separate strands of research and many organizations have separate CSR and HRM departments (Jamali et al., 2015). Therefore, CSR and HRM professions might have different ways of interpreting and acting upon a CSR logic due to different professional responsibilities and priorities. Ideas or projects might therefore be acted upon differently depending on what interpretations, assumptions and values are behind professional groups (Pallas et al., 2016; Kvarnström, 2016). This raises questions about CSR and HRM professions’ ability to work together in translating a CSR logic into organizational action. Few studies have linked CSR and HRM literature, two professions that work differently in organizations. This suggests a research gap on how CSR and HRM professions translate SR as a CSR logic, an area where there are apparent overlaps between them. Deriving from the discussion above, this thesis aims to answer the following research question:

- How do CSR and HRM professions translate social responsibility into an organization?

1.1 PURPOSE

The purpose of this thesis is to increase the knowledge of how CSR and HRM professions translate SR into an organization. Different strands of literature will be merged in order to investigate this research area. Jamali et al. (2015) argue that CSR and HRM professions can work together and co-create value around SR, but do not consider theory of institutional logics and translation where conflicting interests can occur when translating a CSR logic. Hence, the thesis contributes to academics and practitioners by combining these theoretical fields with an empirical study. A limitation is to only focus on SR since the CSR logic is broad and open for interpretation. Another reason for this limitation is based on Jamali et al.’s (2015) discussion about an overlap between the two professions in the area of SR. Waddock et al.’s (2002) model of a CSR lifecycle is presented as a way to define a CSR logic with three components: vision, integration and improvement. Thus, the thesis’ findings will reflect upon how CSR and HRM professions translate SR as a CSR logic, and how they can collaborate and co-create value in that process. To do so, a single case study has been conducted at Scania including interviews with CSR and HRM professionals. Scania is a multinational company in the transport industry of commercial vehicles with a strategy to become leaders in sustainable transport solutions. The aim is therefore to enrich knowledge within the observed research gap about how CSR and HRM professions translate SR into an organization.
2. THEORETICAL FRAMEWORK

2.1 INSTITUTIONAL LOGICS

Institutional logics can be described as a foundation of ideal types, which are defined as organized models to understand reality and how people interact with each other. It is easier to use and interpret an ideal type if it is constructed accurately and precise (Weber, 1920/1983). Ideal types provide systems of norms and characteristics of an institutional logic. An institutional logic can be interpreted as a cluster of norms shaping heuristics and guidelines to organize human behavior. An institutional logic can be defined as a guiding tool for human conduct (Kvarnström, 2016). Institutional logics can also be defined as socially constructed values, rules, practices, and beliefs, which organize human behavior and provide meaning to individuals’ social reality (Thornton & Ocasio, 1999). Every institutional logic is based on a set of symbolic constructions and material practices which “(...) constitutes its organizing principles and which is available to organizations and individuals to elaborate” (Friedland & Alford, 1991:248). Within Thornton and Ocasio’s (1999) discussion, they stress that an institutional logic is the junction point between individual action and cognition in relation to socially constructed structural systems.

2.1.1 A MICRO PERSPECTIVE

The origin of institutionalization comes from human activities, which are subject to habitualization. The definition of habitualization can be described by anything that is repeated frequently and creates a pattern. Furthermore, habitualization implies that an action retains its meaning for the individual when it becomes embedded into routines for people to use in their general stock of knowledge, taken for granted values and at hand for action. This controlling character is inherent in institutionalization and its mechanism guides human activity under social control (Berger & Luckmann, 1929/1991). Suddaby (2010) supports Berger and Luckmann’s (1929/1991) discussion by arguing that institutional logics have power and influence on human behavior. However, people are those who interpret them and act according to those interpretations (Suddaby, 2010). Pache and Santos (2010) claim that people take different roles to work with an institutional logic and that they act according to expectations from the logic in order to maintain their identity in the organization. This puts a micro perspective into focus, with individuals interpreting their environment and institutional logic in the organization (Kvarnström, 2016).
2.1.2 A CSR LOGIC

Defining CSR, as a logic, offers a wide range of literature and there are many definitions used. At the core of the concept of CSR, it addresses and captures concerns about business and societal relationships (Carroll, 1999). The idea of CSR that is most commonly used can be understood as the: “(...) corporation’s influence on nature and human beings in the local community and in the global community” (Windell, 2006: 65). A CSR logic can also be described in terms of protection in health and work safety of employees, the moral and legal responsibility of the organization and also for following international conventions such as the United Nations (UN) declaration of human rights, which are ratified by governments (Windell, 2006). Jamali et al. (2015) provide a way to understand how to work with CSR, through Waddock et al.’s (2002) CSR lifecycle. Furthermore, Kvarnström (2016) discusses how CSR can be described as a logic, an idea about how to work with CSR. Therefore, the CSR lifecycle (figure 1) is a way to define a CSR logic.

**Figure 1** illustrates a CSR life cycle adopted from Waddock et al (2002). The life cycle represents a CSR logic with its vision, integration and improvement. As shown in the figure, organizations’ internal and external stakeholders are affected and affect the three dimensions of a CSR logic.
As illustrated in figure 1, the CSR life cycle includes three different components: vision, integration, and improvement. Firstly, it is essential for organizations to formulate and institutionalize their vision of having a responsible practice throughout the organization. Secondly, integration supports the vision in terms of ensuring a congruent adaptation where codes of conduct are embedded with operating services. The vision should be integrated in daily routines and in the social networks of employees. Finally, improvement is an important part of building human resource capacity and management systems to measure responsibility and learn from experiences. It is about having a mindset of continuous improvements to support development and spark ideas for innovations. The junction of these three components is by nature affected by internal stakeholders such as employees, owners and suppliers and external stakeholders such as government, legislations and non-governmental organizations (Waddock et al., 2002). The components are locally embedded and enacted by an organization’s professions (Jamali et al., 2015), which makes a translation dependent on individual interpretations (Pallas et al., 2016; Binder, 2007).

2.2 TRANSLATING A LOGIC

The local context of organizational departments are subject for the process of locally embedding and enacting institutional logics, a process that can be described as a transition from a macro-level to a micro-level phenomenon (Pallas et al., 2016). Czarniawska and Joerges (1996) have presented literature on how ideas travel and are translated into organizational contexts and turned into practice. Translation is according to Binder (2007) a process in which institutional logics are transformed and shaped into a local context, and in turn also shape the way things are done within organizations in routine and practice. Actions by people within organizations are not simply guided by “institutional scripts” from their institutional environment (Binder, 2007: 567). Since employees belong to different organizational departments they have different skills, commitments and make different interpretations of logics, which can lead to different actions (Binder, 2007). In a study by Pallas et al. (2016), a media logic was embedded in an organizational context. Different professions had different points of view on how daily routines and practices were to be carried out. In this study of a media logic, it was evident that the logic was unevenly dispersed in the organization due to professions’ different ways of interpreting activities in relation to what they perceived as important. Different professions shaped the way the logic was translated into action based on beliefs and professional responsibilities (Pallas et al., 2016).
When organizations transform or when individuals move into new professional roles they are faced with competing points of view, where old routines cloud the ability to embrace new ways of doing things. Interpretations and understandings of activities and routines might be anchored in old ways, as translation of a logic takes time to accommodate (Bevort & Suddaby, 2016). According to McPherson and Sauder (2013), institutional logic theory is based on assumptions that professions tend to rely on their specific logical orientation. However, in their study of courts they found that logics can be translated in different ways depending on the needs of the profession and situations at hand. Actors could adapt other professions’ ways of thinking, as a way to bridge complexity, and help manage conflicting responsibilities to one’s own institutional background and organizational setting. This balance stems from a need for collaboration and efficiency, making it important to not only adhere to one’s own profession and interests. Despite flexibility in interpreting logics in this court case, an ability to understand other professions’ ways of thinking and interests may be constrained by norms, skills and the situation at hand. The challenge is to stimulate different professions in collaboration since individual cognition and subjective interpretations are subject to reinterpretations of competing logics within organizations (McPherson & Sauder, 2013).

2.2.1 THE CSR PROFESSION

The traditional view of the CSR profession refers to work that is externally focused from an organization’s perspective (Jamali et al, 2016). It can furthermore include activities that are both strategic and nonstrategic in organizations. It is strategic when it creates business-related value to the firm and it is nonstrategic when it adds value to stakeholders and society without a strategic intent (Burke & Logsdon, 1996). Burke and Logsdon (1996) have identified five dimensions of strategic CSR behavior that can be used by the CSR profession: centrality, specificity, proactivity, voluntarism and visibility. Centrality is about having a close fit between the firm’s mission and objectives in relation to CSR programs or policies (Burke & Logsdon, 1996). Lack of connection between organizational objectives, internal operations and strategy can lead to fragmentation, isolation and lost CSR opportunities (Porter & Kramer, 2006). Specificity refers to the ability to internalize and capture the benefits of CSR programs in order to achieve specific outcomes for the firm. Proactivity is about scanning and reflecting on how behavior is planned in anticipation of social or political trends and technological development in their environment. Voluntarism reflects decision-making and activities that are carried out beyond what is expected or demanded. Finally, visibility denotes both that CSR activities are transparently observable and that internal and external
stakeholders recognize the activities. Visibility can lead to positive outcomes for the internal stakeholders such as employees. For instance, having educational benefits, health care and benefit programs visible internally adds value to employee motivation and productivity, even if this is not visible externally. Although the five dimensions have the ability to add value for the organization (Burke & Logsdon, 1996), the CSR concept is open for interpretation within organizations.

Different organizational disciplines and departments have different associations to CSR. They interpret CSR and present views that are aligned with specific contexts and perceptions. The different interpretations of CSR makes the CSR profession frequently biased towards specific interests. Therefore it is important to create an organization that functions as a whole (Marrewijk, 2003). The CSR profession further entails that the organization is seen as a contributor to the CSR construction and proliferation, rather than a passive adopter of CSR. Organizations issue sustainability reports and employ expertise with competence in CSR. The increased emphasis on CSR among organizations has created several expressions and particularly in terms of communication and transparent disposal of information. Through transparent communication, organizations respond to stakeholder pressure and transform CSR into an important part of the organization (Windell, 2006).

Gond et al. (2011) have found three different configurations where the CSR profession can have different relationships with other professions. The three configurations have different organizational boundaries and interpretations of a CSR logic. In configuration one, the CSR function is directly located within or has emerged from the HRM function. This leads to a collaboration between CSR and HRM functions on both strategic and operational levels for CSR activities. In configuration two, the CSR function is organized as a function shared across different departments. In such cases, CSR activities are shared across departments. This could mean that one department handles environmental issues while another handles the social aspects of CSR. Common for such organizations is an enhanced focus on coordinating and integrating different departments. In configuration three, the CSR function acts as a separate stand-alone department with various managers taking a coordinating role. Such CSR departments mobilize actors from any concerned department for specific projects when needed (Gond et al., 2011).
2.2.2 THE HRM PROFESSION

“HRM includes anything and everything associated with the management of employment relations in the firm” (Boxall & Purcell, 2000: 184), and is connected to strategy due to its influence on organizational effectiveness. Traditionally, the HRM profession has been associated with operational responsibilities without a strong connection to strategic management (Francis & Keegan, 2006). Operational responsibility illustrates HRM’s inward focus, to allocate organizational resources into performance. This is a broad responsibility, which is illustrated in figure 2. The inward oriented role and operational responsibility have in turn led to difficulties for the profession to be taken seriously, with lower status within organizations compared to other professions. However, the role of HRM is increasingly perceived as strategic, with greater influence and contribution to strategy formulation and decision-making (Francis & Keegan, 2006). This entails that HRM issues are addressed and seen as relevant for business issues (Buyens & De Vos, 2001). Buyens and De Vos (2001) found that the value HRM can contribute to an organization depends on how involved the profession is in the organization as a whole. Furthermore, the level of involvement HRM has in decision-making and how integrated it is in other business areas affects the value that HRM is perceived to add to organizations (Buyens & De Vos, 2001).

Figure 2 illustrates different roles characterizing the HRM profession. As a strategic partner, the profession has potential to contribute and focus on activities that align HRM with overall organizational strategies. HRM practices are in other words derived from business strategies with the aim to contribute to business objectives and performance (Jamali et al., 2015). Strategic partners can work together with line managers to ensure that HRM issues and actions are prioritized to reach business objectives (Ulrich, 1997). The HRM profession is also central to the domain of change management, as it can develop and implement change programs by coaching and motivating employees (Buyens & De Vos, 2001). HRM professionals as change agents (figure 2) can contribute to organizational changes by balancing old ways of doing things with a need for adaptation (Jamali et al., 2015). When making organizational changes, it is important that involved stakeholders such as employees know why change is needed in order to reduce resistance. HRM can ensure that changes are anchored in the organization through training, rewards and other management tools (Ulrich, 1997).
The HRM profession can collaborate with other managers, such as line managers, to find a balance between expectations and support for employees. Support for employees can include acting upon their concerns and needs, and providing sufficient resources and training for them to reach goals. As *employee champions*, employee commitment and wellbeing are therefore central aspects, where HRM ensures ways to meet needs among employees. Supporting employee needs on a regular basis is important to retain employees and maintain commitment. HRM professionals can actively work with continuous improvements in their function as *administrative experts*. This is a role in which HRM can work on designing and setting up metrics to continuously improve areas such as training, appraisals, and managing employee relationships (Ulrich, 1997).

**Figure 2** illustrates different roles for the HRM profession (Ulrich, 1997). The figure is adapted from Jamali et al’s (2015) model for HRM roles.

### 2.3 PROFESSIONS IN CO-CREATION

According to Jamali et al. (2015), there is an overlap between CSR and HRM professions when it comes to working with SR. They argue that a better leveraged interaction between the two professions could result in co-created positive CSR outcomes for CSR and HRM departments and the organization as a whole. Preuss et al. (2009) found that HRM can be an active participant in working with CSR activities, which has previously been overlooked in contemporary CSR literature. The collaboration between CSR and HRM professions tend to
vary, depending on whether the HR function is seen as internally legitimate among other managers within the organization or not. In an organization where the HRM profession has a natural connection to SR and legal issues, they have been more involved in internal development of work with CSR (Preuss et al., 2009).

Even though the CSR profession is externally oriented and the HRM function is inward oriented, they both have internal responsibilities that work in synergy. It is therefore argued that HRM professionals have great potential to collaborate with CSR professionals in relation to CSR activities. HRM can contribute to CSR activities in terms of crafting visions, implementation and a continuous improvement and learning process (Jamali et al., 2015). Figure 3 below illustrates how CSR and HRM professions co-create in a strategic CSR lifecycle discussed by Waddock et al. (2002). The model is based on assumptions that the process of working with CSR, a CSR logic, contains three components: “(1) the inception and strategy setting phase; (2) enacting CSR implementation; and (3) engaging in learning and improvement through continuous assessment of outcomes and adjustment of strategy making and implementation accordingly” (Jamali et al., 2015: 133-134).

Figure 3 illustrates how the CSR and HRM profession can co-create in connection to the CSR life cycle presented by Waddock et al (2002) and discussed by Jamali et al (2015).
2.3.1 VISION

In the context of a CSR logic, CSR and HRM professions could collaborate to outline connected goals, visions and strategies. “(...) HRM can ensure that CSR priorities and their human resource implications are part of leadership decision making” (Jamali et al., 2015: 134). When it comes to strategizing, the focus of the CSR vision has implications for how HRM expertise could be leveraged in collaborating with and supporting CSR. An internal focus of the CSR vision puts HRM in a possible position to contribute to CSR objectives as HRM is traditionally seen as inwardly oriented. They can contribute by raising employee awareness and develop training programs in relation to CSR objectives (Jamali et al., 2015). Within GRI there are a range of social topics such as diversity, equal opportunities, human rights, health and safety and training and labor relations that can be connected to an internal focus (GRI, 2017). As discussed by Jamali et al. (2015), HRM is connected to such GRI guidelines. An external focus of the CSR vision could limit HRM’s possibility to collaborate. However, the CSR profession can with its external orientation cover a focus on environmental responsibilities. Together, they could therefore cover an internal and external scope to co-define CSR strategies and objectives (Jamali et al., 2015).

2.3.2 INTEGRATION

CSR and HRM professions have important roles to play when it comes to integrating CSR activities. In this part of a CSR logic, the four proposed roles of HRM presented by Ulrich (1997), strategic partner, employee champion, administrative expert and change agent, comes into focus. These roles can be leveraged to ensure collaboration and that CSR is fully embedded in line with internal working routines and policies. HR managers as strategic partners could collaborate with the CSR profession in vision crafting and integration, and align HRM activities with CSR objectives (Jamali et al., 2015). This includes translating CSR strategies into HRM activities (Buyens & De Vos, 2001). Both CSR and HRM professions could benefit from collaboration with top leadership in pushing for a shared CSR agenda (Jamali et al., 2015).

Overcoming barriers for change is central to CSR and HRM professions, as new ways of working requires employee commitment and understanding of appropriate daily behavior (Buyens & De Vos, 2001; Jamali et al., 2015). Change agent is a role in which HRM can support the CSR profession by raising awareness and knowledge about CSR-related
initiatives and integration. Involving employees in the change process by listening to opinions can enhance their motivation to work towards objectives. This can include training and development and turning possible resistance to change into a shared understanding. Through communication from recruitment stages and on a continuous basis, employee champions can enhance motivation among employees in relation to CSR. Other areas where CSR and HRM can work in synergy is crafting and integrating codes of conduct and allocating rewards to CSR activities. The professions can also collaborate in crafting measurements and following up CSR activities. Administrative experts can in such ways align CSR practices by their knowledge within SR and legal issues from an HRM perspective. Measuring aspects such as diversity, employee development and health and safety could further align CSR and HRM professions in the organization as part of a broad social performance measurement system (Jamali et al., 2015).

The HRM function can enhance the work with CSR by ensuring that certain needed resources and capabilities are in place. A collaboration between CSR and HRM professions could make use of HRM expertise to leverage CSR objectives. For example, employees could be provided with training and development focused on CSR-related aspects. Furthermore, recruitment processes can address topics such as diversity, and the HRM function can connect appraisals and compensation to economic and social performance (Jamali et al., 2015).

2.3.3 IMPROVEMENT

Collaboration between the CSR and HRM profession should be accompanied by measurements to learn and improve the work with CSR activities. By aligning CSR and HRM, organizations can achieve unique internal dynamics with results of sustainable benefits (Jamali et al., 2015). By translating CSR actions and priorities, HRM contributes to a stronger bond between employees and the organization, which in turn can increase innovativeness and creativity in relation to CSR (Brammer et al., 2007). In this way, organizational commitment is enhanced with a commonly held social identity fostered by HRM to create a CSR agenda that is institutionalized within the organization (Jamali et al., 2015; Zappalá, 2004). A closer interaction between CSR and HRM functions is argued to have positive effects on employee behavior, such as enhanced job performance, loyalty and ethical awareness. Promoting and communicating CSR principles internally and externally can increase employee’s awareness and engagement in CSR activities (Jamali et al., 2015).
2.4 THEORETICAL SUMMARY

The theoretical framework has provided insights about institutional logics, a CSR logic, translation, CSR and HRM professions and co-creation. Institutional logics are ways to organize and understand reality and human interactions (Weber, 1920/1983), and can be interpreted as guidelines for human behavior. They can be seen as guiding tools for human conduct (Kvarnström, 2016). Even though institutional logics influence people and their behavior, it is employees within different departments that decide how logics are translated into actions. This happens continuously when people interpret a logic on which they base actions (Berger & Luckmann, 1929/1991; Kvarnström, 2016; Suddaby, 2010). The theoretical framework presents a CSR logic in the form of a CSR lifecycle (Waddock et al., 2002). This lifecycle is a way to understand how SR is translated into an organization and guides behavior with three components: vision, integration, and improvement (figure 1).

Translating an institutional logic into an organization is a process from a macro- to micro level (Pallas et al., 2016). Different professions are assumed to have different ways of thinking and prioritizing activities (McPherson & Sauder, 2013). This entails that professions have different knowledge, professional interests and interpretations, which affect how they embed and enact a logic (Binder, 2007). People can furthermore combine aspects of different logics (Binder, 2007), and borrow other professions’ ways of thinking in order to enhance collaborations and bridge complexities (McPherson & Sauder, 2013). Depending on what profession employees belong to, translating a logic can mean different things in relation to professional interests and backgrounds.

The CSR profession is traditionally externally focused from an organization’s perspective and can be identified by five dimensions of strategic CSR behavior: centrality, proactivity, centrality, specificity and voluntarism (Burke & Logsdon, 1996). The CSR profession can also be described by three different configurations where the CSR function has different relationships with other organizational functions (Gond et al., 2011). The HRM profession has become more strategic to contribute in different business areas (Francis & Keegan, 2006). Ulrich (1997) has defined four different roles that HRM can take: strategic partner, change agent, administrative expert and employee champion. All of these roles explain how the HRM function can organize activities, and the function adds value depending on the level of involvement it has within organizations (Buyens & De Vos, 2001).
Although the CSR profession is traditionally seen as externally focused and the HRM profession inwardly focused, there are apparent overlaps between them when it comes to SR (Jamali et al., 2015). Building on the model proposed by Waddock et al. (2002) about the CSR lifecycle as a logic, CSR and HRM professions are argued to be able to collaborate and co-create positive SR achievements (Jamali et al., 2015). However, these theories do not consider institutional logics and translation theory. These fields will therefore be merged and analyzed in relation to the analytical model (figure 4). The analytical model (figure 4) illustrates the process of how CSR and HRM professions translate a CSR logic from a macro into a micro context of an organization. In this particular case, the analytical model helps in the analysis of how SR is translated through vision, integration, and improvement. Furthermore, it provides guidelines in the investigation of how the two professions act, react and influence each other in the process of translating SR into an organization.

**Figure 4.** The analytical model will be used to analyze how CSR and HRM professions translate SR as a CSR logic of vision, integration and improvement. The translation process suggests a potential co-creation between the professions.
3. METHOD

3.1 RESEARCH APPROACH

In order to find answers to the research question, the aim of this study was to contribute with an understanding for how SR is translated into an organization by CSR and HRM professions. To do so, Jamali et al.’s (2015) model of CSR and HRM co-creation was combined with a CSR logic, theories of institutional logics and translation. The CSR logic was limited to only focus on SR. Hence, the empirical findings reflect on that specific area. From this, an analytical model was created to enable analysis of the empirical findings. The first decision was therefore to use a qualitative research method (Saunders et al., 2016) with an interpretive philosophy (Denzin & Lincoln, 2011). The qualitative study was interpretative because the research had to make sense of subjective and socially constructed meanings expressed by respondents. Furthermore, the qualitative approach was helpful when discovering new aspects within the scope of this study where the respondents’ interpretations were investigated. This qualitative study was influenced by a deductive approach to conceptualize the relationship between theory and research. Deduction possesses several important characteristics such as testing theoretical concepts through an operationalization where theory was translated into interview questions. Deducing theory in an operationalization process could enable empirical findings to be generalized (Bryman & Bell, 2015).

3.2 RESEARCH DESIGN

The chosen research design for this thesis was a case study to acquire in-depth insights (Yin, 2014) from the real-life setting of CSR and HRM professions of a single organization. The case study of one organization enabled understandings of the dynamics of the chosen topic within its context (Eisenhardt, 1989; Eisenhardt & Graebner, 2007). The particular selected case study represents a Swedish multinational company within the transport industry, Scania. Scania was chosen through a non-probability sampling technique (Saunders et al., 2016). This technique was important in order to screen organizations and select the most suitable case for the research question. Phone calls were made to different organizations where the researchers had connections and previous knowledge about their work with SR. Among organizations that were screened, Scania appeared to be the most suitable case for this thesis. Reasons for choosing Scania were based on their organizational structure with CSR and HRM departments, ability to provide respondents, and their apparent work with SR. Scania focuses
on providing sustainable product solutions with an emphasis on SR, where taking care of people is central (Scania, 2015). As an organization with multiple departments, an embedded case study (Yin, 2014) was chosen to examine a number of subunits within the organization where CSR and HRM professions were located. The aim of this thesis was to study how CSR and HRM professions translate SR into the local context of their organization. As discussed by Bryman and Bell (2015), one single case study provides opportunities to draw insights from unique case findings, compared to having multiple case studies. By only including one company as a case study, generalizability and comparability could be reduced (Bryman & Bell, 2015). However, the aim of this study was to gain insights from a rather unexplored research area and therefore generalizing and comparing was not a first priority.

3.3 DATA COLLECTION

3.3.1 INTERVIEWS

Hermerén, (1938/2011) has provided code of ethics with a list of principles for what to do before, during and after research. For instance, all respondents were provided with information before the interview about the aim of the thesis and within what topics the questions referred to. This was done to ensure a shared understanding and consent about the use of information from the interviews (Hermerén, 1938/2011). This is in line with Saunders et al. (2016), that providing respondents with information enables them to prepare themselves prior to interviews. The collected data comes from semi-structured interviews, a choice that was based on the explorative nature of the study, as is in line with what Saunders et al. (2016) propose for such studies. Although semi-structured interviews may lead to minor issues of reliability because of its open character and lack of standardization (Saunders et al., 2016), they were considered essential in order to allow the respondents to explain and develop their answers.

The interview guide was created prior to the interviews, where questions were grouped under the topics: Institutional logics & CSR, The CSR profession, The HRM profession, Translating a CSR logic, Vision, Integration, Improvement (see Appendix 1). Interview questions grouped around themes can be used in different orders during an interview. Furthermore, some questions can be omitted or added depending on the interview situation (Saunders et al., 2016). The researchers found this to be important as the interview respondents were located on different organizational levels and had different levels of responsibility in their roles. Due
to this, assumptions were made that the respondents could have different knowledge and might answer more thoroughly to some questions compared to others.

The semi-structured interviews enabled follow-up questions and adaptations during the interview depending on what profession the respondents belonged to. Six out of ten interviews were conducted through Skype due to the respondents’ preferences and availability. As discussed by Bryman and Bell (2015), interviews conducted through Skype or telephone can reduce bias effects since respondents are not affected by the interviewer's appearance as in face-to-face interviews. Some of the Skype interviews were conducted without a web camera. Therefore, a noted limitation as discussed by Bryman and Bell (2015), was the inability to observe facial expressions, confusion or unease, which face-to-face interviews can allow for. Contact was made through phone calls and e-mail as an attempt to make the respondents comfortable and reduce unease during the interview.

One respondent requested a group interview in addition to the individual interview to open up for discussion. They had the same job title, which according to Saunders et al. (2016) can increase the respondent’s motivation to contribute. Group interviews can reveal more information through respondents’ discussions, compared to individual interviews (Stokes & Bergin, 2006). This was considered an interesting addition to the individual interviews. However, compared to an individual interview, effort had to be put into making sure both respondents were comfortable to speak their mind. According to Stokes and Bergin (2006), group interviews can lead to risks of respondents agreeing with each other just to be polite. In addition, Saunders et al. (2016) argue that a group interview can result in one participant dominating the interview while the other disagrees in silence. These limitations were considered by directing questions in different orders and balancing participation as equal as possible.

After the interviews had been conducted, they were transcribed, which can ensure quality and accuracy in the analysis of the material. The interviews were translated from Swedish into English, as all interview questions were written in Swedish. This translation could have had implications for the empirical findings due to potential language misinterpretations. However, all respondents were offered the opportunity to get access to the transcribed material, which can create openness and ensure that information is not misunderstood or withheld from the respondents (Hermerén, 1938/2011).
Finding and selecting respondents for the research was enabled by an initial contact with an employee working at Scania, a person that one of the researchers had previously been in contact with. The initial contact suggested relevant respondents in relation to the research question within CSR and HRM departments. Two of the suggested respondents were positioned at a high level in the organization, and they could in turn provide an overview of how the work with SR was dispersed throughout the organization. Furthermore, they guided and forwarded requests for interviews to people within CSR and HRM. This process of finding respondents relates to what Bryman and Bell (2015) explain as a snowballing effect. This refers to how an initial contact within a population helps identify further participants, who in turn can identify more participants (Bryman & Bell, 2015). The final amount of respondents resulted in nine respondents from CSR and HRM departments, and one line manager. The reason for selecting nine respondents representing the two professions at different levels was based on availability and centrality in terms of working with SR. The selection of one line manager was based on the CSR and HRM respondents’ repeatedly referring to line managers as important actors in working with SR in their work teams. The respondents considered them as central in the process of turning information from CSR and HRM professions into action within the organization as a whole. Since the aim of the study was to focus on CSR and HRM professions, including only one line manager from an outside perspective was considered a sufficient amount.
3.3.3 DOCUMENTS

In addition to interviews, the thesis made use of secondary data to complement and add information about the organization. This connects to Saunders et al.’s (2016) discussion about being prepared before conducting interviews, and to have knowledge about the organization. For instance, Scania’s Annual and Sustainability Report 2016 was used to get an overview of how they work with SR. In their report, GRI was used as a guide for what to report in relation to SR, where some topics were human rights, diversity and equal opportunity, and occupational health and safety. Information like this provided insights about areas that CSR and HRM professions might work with, and confirmed that Scania works with SR. According to Saunders et al. (2016), using secondary data is advantageous to gain fast access to information and also to analyze data without effort in collection. The disadvantage was that collected data could have been framed according to the benefits of the publisher and also gathered in accordance to the thesis’s specific purpose in mind, to answer the research question (Saunders et al., 2016). However, the secondary data only constituted a small part of the empirical findings as a complement to the interviews.

3.4 OPERATIONALIZATION

The operationalization, illustrated in figure 6, was made to tailor theoretical aspects in focus with interview questions for empirical findings. Furthermore, a CSR logic was limited to investigate SR, which enabled more specific empirical findings for how CSR and HRM professions translate SR into an organization. Therefore interview questions were only directed to SR and its appliance in the organization. The interview questions for the first aspect in focus, “Institutional logics & CSR”, were open and broad in order to allow for personal interpretations about SR and how it is translated into the organization. For instance, some questions were formulated for the respondents to reflect upon norms and values. This was decided because professions can interpret a logic differently depending on background, professional interests and commitments, which affects how they translate a logic into action (Kvarnström, 2016; Pache & Santos, 2010; Pallas et al., 2016).

The interview questions for the second and third aspect in focus, “The CSR profession”, and, “The HRM profession”, were formulated to capture two professions’ point of view. As illustrated in figure 6, these professions were asked questions to operationalize their separate interpretations of SR. Since Jamali et al. (2015) argue for a possible collaboration and co-creation between CSR and HRM professions, some questions were asked directly about
collaborations for them to elaborate on. The fourth aspect in focus, “Translating a CSR logic”, enabled respondents to freely and openly discuss how their profession translates SR into the organization. The final aspect in focus reflected a CSR logic where Waddock et al.’s (2002) framework of a CSR lifecycle was used to frame a CSR logic. A CSR logic can therefore be understood with the life cycle’s three components: vision, integration and improvement (Waddock et. al, 2002). These components were in the operationalization combined with theory about institutional logics and translation. The three components were therefore seen as ways to guide human conduct (Kvarnström, 2016), as socially constructed rules, values and assumptions (Thornton & Ocasio, 1999) for professions working with SR. Questions were therefore constructed in order to gain an understanding for how CSR and HRM professions translate and make use of a CSR logic through vision, integration and improvement.

<table>
<thead>
<tr>
<th>ASPECT IN FOCUS</th>
<th>THEORY IN FOCUS</th>
<th>INTERVIEW QUESTIONS</th>
</tr>
</thead>
</table>
| Institutional logics & CSR | Institutional logics can be described as a foundation of ideal types (Weber, 1922/1983) providing systems of norms guiding behaviour (Kvarnström, 2016). Institutionalization happens when behaviour becomes embedded into routines and taken for granted values through habitualization (Berger & Luckmann, 1991). CSR is open for interpretation and organizational disciplines have different associations connected to CSR that frequently affects their commitments in CSR activities (Marewijk, 2003). | A: How is Scania working with social responsibility?  
B: What norms of social responsibility does Scania have and how are they expressed?  
C: What values of social responsibility does Scania have?                                                                                                                                                                                                                       |
| The CSR profession    | The traditional CSR profession is outward turning with activities that are both strategic and nonstrategic. It can be identified through centrality, specificity, proactiveness, voluntarism and visibility (Burke & Logsdon, 1996). Furthermore, Gond et al (2011) have found three different configurations where the CSR profession can have different kinds of relationships with other organisational functions. | A: How is your profession working with social responsibility?  
B: How is your profession related to the HRM department, how would a collaboration look like between your professions?                                                                                                                                                                                                                   |
| The HRM profession    | The HRM profession is often regarded as inwardly focused and its role has come to be of a more strategic importance (Francis & Keegan, 2006). The dynamics of HRM professions are characterized by four different roles within organizations: strategic partner, change agent, administrative exert and employee champion (Ulrich, 1997). The level of involvement HRM has in decision-making affects the value HRM is perceived to be adding to the organisation (Buyens et al, 2001). | A: How is your profession working with social responsibility?  
B: How is your profession related to the CSR department, how would a collaboration look like between your professions?                                                                                                                                                                                                                   |
| **Translating a CSR logic** | Translating a CSR logic is a process of embedding the institutional logic from a macro-level to a micro-level into organizational departments (Pallas et al, 2016). Translation is a process in which institutional logics are transformed and shaped into a local context, and in turn also shape the way things are done within organisations in routine and practice (Binder, 2007). | A: Does your profession have shared objectives for social responsibility with the HRM/CSR profession?  
B: Can you describe the challenges and implications when working with social responsibility? |
|---|---|---|
| **A CSR logic** | The CSR logic can be understood as the: “corporation’s influence on nature and human beings in the local community and in the global community” (Windell, 2006, p.65). Furthermore, it can be defined by its vision, integration and improvement (Jamali et al, 2015). Therefore, the empirical research has chosen to investigate these three dimensions to gain knowledge about how CSR and HRM professions translate social responsibility into organisations. | A: How is the vision for social responsibility expressed at Scania?  
B: Are CSR and HRM employees involved in the formulation of vision and goals for social responsibility? |
| **Vision** | The vision of SR as part of CSR can be supported by CSR professionals’ outward and HRM professionals’ inward oriented roles. Co-creation, in terms of vision, between the two professions can support the leveraging of internal competencies and resources (Jamali et al, 2015). | A: How is the vision of social responsibility expressed at Scania?  
B: How is the integration of social responsibility executed at Scania? |
| **Integration** | Integration of SR as part of CSR into organizations can be leveraged by the support of CSR and HRM professions. CSR and HRM expertise can be leveraged with alignment of processes and objectives to which they have committed (Jamali et al, 2015). | A: How is the integration of social responsibility executed at Scania?  
B: How is the integration of social responsibility supported and communicated throughout the department? |
| **Improvement** | Improvement of CSR can be achieved by aligning CSR and HRM. This helps the organization to acquire unique internal dynamics with results of sustainable benefits. If employees perceive the organization to be socially responsible through promotion and communication about CSR principles, their awareness and engagement in CSR increases (Jamali et al, 2015). | A: How do you monitor the outcomes of working with social responsibility?  
B: How do you develop the work with social responsibility? |

*Figure 6* illustrates an operationalization framework where theoretical aspects in focus have been tailored with interview questions for empirical findings. The framework presents examples of interview questions and the full interview guide can be found in Appendix 1.
3.5 RESEARCH ANALYSIS

As illustrated in figure 6, the operationalization of the analytical model (figure 4) was constructed to understand details and general findings from the empirical findings. The interview guide was grouped with questions belonging to themes from the analytical model. This enabled a categorization of the empirical findings to analyze. The transcribed interviews enabled an analysis of the respondents’ reflections to draw insights and quotes from. In the empirical section, CSR and HRM professions were kept separate in terms of SR, vision, integration and improvement to analyze their similar and different points of view. The research analysis was organized by three different headings inspired by theory and empirical findings. First, “5.1 Translating a CSR logic” analyzed how CSR and HRM professions interpreted and translated SR from a macro level to a micro level of their department. Second, “5.2 When professions meet” analyzed more specifically findings of collaboration and relationships between the professions. Third, “5.3 Co-creation around a CSR logic” analyzed how the two professions co-create, embed and enact a CSR logic through vision, integration and improvement. Overall, the research analysis was guided by the research question: How do CSR and HRM professions translate social responsibility into an organization?
4. EMPIRICAL FINDINGS

4.1 SOCIAL RESPONSIBILITY AT SCANIA

According to Scania’s Annual and Sustainability Report 2016, employees are central to a successful business. It is expressed that diversity and employee satisfaction are prioritized topics because it connects to employee wellbeing. Core values are expressed as a foundation for success: Customer first, Respect for the individual, and Elimination of waste. The values are about understanding customers’ needs, putting the individual at the center of everything to capture and develop knowledge, and to continuously improve what is done. Scania has formulated four different sub-categories for working with SR: Labor practices and decent work, human rights, society and product responsibility. Labor practices and decent work includes: employment and employee turnover, occupational health and safety, training and education, diversity and equal opportunity and supplier assessment for labor practices. Human right is about decisions concerning investment agreements, human right clauses and assessments of suppliers within the topic. In terms of SR for the society, Scania focuses on communication and education in anti-corruption policies to address risks related to corruption. Finally, product responsibility is a category that puts emphasis on health and safety for customers in relation to products and services (Scania, 2016).

4.2 A CSR LOGIC OF SOCIAL RESPONSIBILITY

4.2.1 THE CSR PROFESSION’S POINT OF VIEW

CSR 1 argues that SR at Scania is a broad topic, and that Scania takes the form of a safe employer with a solid structure in terms of work conditions, work environment, and diversity. The foundation of SR is based on the core values and employees put a lot of emphasis on Respect for the individual to allow differences at work. There are also investigations for how to improve the work environment, social issues, human rights, and ethical principles in business (CSR 1).

“One of the core values is Respect for the individual, and this is something that is really a part of the Scania DNA.” - CSR 3

As CSR 3 argues, the core values have a significant part in Scania’s work with SR. Working with SR does not only happen from one stand-alone sustainability department, but also in a
decentralized manner. CSR 2 works centrally with a colleague and coordinates Scania’s sustainability efforts to other levels of the organization. A lot of work with SR is spread throughout the organization where the sustainability advisory board (SAB) has an important role for collaboration. The SAB enables different professions to meet and discuss the work with SR. Representatives from different departments are responsible for bringing feedback and desires from their departments to these meetings. For instance, people within the purchasing department work with SR in connection to their department, and can therefore provide their point of view of SR to the SAB. An ongoing project that is followed up at the SAB is to work towards having more similar expectations and goals internally and externally to strengthen the compliance to UN Global Compact that serves as a guiding tool (CSR 2).

“There are small projects everywhere, sometimes no coordination and difficult to read up on a shared picture.” - CSR 4

As expressed by CSR 4, Scania is a big company with different departments and in order to handle this decentralization, the respondent argues that it is important to prioritize among different opinions to follow a shared direction. The decentralization also means that management has close communication with other units. For instance, the sustainability department frequently has meetings with other units to observe and collect information about their work (CSR 4). For instance, CSR 2 coordinates and encourages a congruent work with SR among all departments.

4.2.2 THE HRM PROFESSION’S POINT OF VIEW

“For me it is social if it concerns people.” - HRM 1

Working with SR starts in the recruitment process, to ensure diversity, inclusion, and that the right person is employed (HRM 4). According to HRM 1, a lot of SR can be seen from the way people and their competencies are captured and developed. The recruitment center has developed processes in overseeing overall needs and to capture employees’ skills and competencies by coordination and reallocation. The recruitment center also collaborates with universities and municipalities in creating internships for people that are outside the labor market, such as immigrants with academic backgrounds. HRM 1 argues that Scania therefore
takes SR for the society, which in turn adds value to the organization in terms of people with
different backgrounds and skills.

“The role HR plays in social responsibility is to create a toolbox for managers to use. But the
real action happens first when the managers take action.” - HRM 4

HRM 3 stresses that there is an ongoing project called “Scania People Perspective”, where the
main focus is to gather the whole organization and try to define a standard about how
managers act and take care of employees. This is argued to be connected to one of the core
values, Respect for the individual, that is strongly related to SR and form a foundation for the
organization. According to HRM 2, the core values are central for codes of conduct:

“In my profession, we are focusing on Scania as an employer and how we build our culture
with codes of conduct and how our company can contribute with a social impact.” - HRM 2

Within the organization, the corporate management team is argued to be engaged in SR,
which provides a foundation to develop and work within this area. SR is about ensuring that
salaries are gender equal and that both sexes have equal opportunities to accomplish personal
goals within the organization. SR is also something that is considered outside the organization
(HRM 4). An example is a project in India where the gender ratio indicated 2% of women
within the organization. In collaboration with recruitment at the local area, actions increased
the ratio to 17-18% women (HRM 2). However, with a long history of being socially
responsible, there is still work to be done (HRM 3):

“In this decentralized organization, there are a few different dialects, and therefore we need
to work together to express ourselves more clearly and work in more similar ways.” - HRM 3

HRM 3 explains that Scania has many small corporate functions that work together with line
managers and HRM. This puts high demands on interaction and collaboration to coordinate
daily activities in connection to SR. In this effort of taking responsibility, the SAB has been
created where different professions meet, such as representatives from HRM and the central
sustainability department. The board also consists of people that do not officially work with
specific CSR or HRM activities. However, it is stressed that they have responsibilities that
cover SR. In these meetings, different professions discuss projects, new initiatives, and what
key performance indicators (KPIs) that are relevant for sustainability, and SR is a part of that. HRM 3 emphasizes the challenge to mutually decide what should be prioritized in the discussions. A strength is also highlighted, that the SAB involves many areas and professions. This leads to many different points of view where people get to present issues and suggestions of SR. The SAB can decide on projects to be carried out, and leaders are responsible to communicate these within their teams. For example, HRM representatives in the SAB are responsible for communication and to carry out initiatives within their area. Another way to push SR into everyday activities is through surveys with questions about what diversity and inclusion means to employees. This is a way to increase the relevance and awareness of SR throughout the organization (HRM 3).

4.3 THE CSR PROFESSION

4.3.1 VISION

CSR 2 argues that the vision of SR takes form through a strategic direction, which is to become the leader within sustainable transport solutions. This strategic direction is connected to responsible business where core values are important guidelines internally, and training programs are implemented to act accordingly (CSR 2). CSR 1 explains that it is difficult to work towards a shared vision of SR because of many objectives at different levels of the organization. Personal, group, functional and organizational objectives and the interdisciplinary professions make it difficult to have a shared vision for SR (CSR 1). CSR 2 stresses that there are shared central documents that can function as guidelines for the organization. Furthermore, the vision of SR is formulated through collaboration:

“I would say that it is a collaboration between HR and various departments within the organization that works with sustainability in different ways.” - CSR 2

In addition to collaboration, the organization works with lean to focus on core values and principles that guide people towards expected objectives rather than having detailed goals to follow (CSR 1). CSR 1 explains that SR is turned into practice by having good principles and methods, which in turn leads to good results. CSR 2 argues that in order for the organization to work congruently with SR, it is not sufficient to only have HR and sustainability managers to define the vision and outline. Instead, it is important to include all concerned departments in updating and formulating a strategic direction.
4.3.2 INTEGRATION

The integration of SR relies on decentralized responsibility where local managers have authority to make adaptations in working with CSR activities. The decentralized responsibility is based on local departments’ evaluations of policies and guidelines to support business unit managers in their decision-making and to enable involvement (CSR 2). CSR 4 stresses that involvement is important to engage employees with SR. There are different organizational levels to look at. The strategic work and planning is carried out by the management team and employees are not active at that level. The respondent continues to explain that involving employees at the production plants is important since they know their work environment and what needs to be changed. In relation to this, having a dialogue is argued to be crucial since it enables employees to express their opinions of the workplace (CSR 4).

Integrating SR is anchored in the core values, such as Respect for the individual, which have been embedded within the organization (CSR 2). CSR 1 explains that the core values provide a baseline to fall back on whenever decisions have to be made. The integration was explained to take form both in terms of how employees work and how relationships with suppliers are organized. There are formulated codes of conduct and standards based on UN guiding principles to ensure SR throughout the value chain. These codes of conduct follow a process that is both reactive and proactive. It is reactive in order to make changes when actions deviate, and it is proactive to investigate new ways of working (CSR 1). CSR 4 explains that Safety, Health and Environment (SHE) has been developed as a code of conduct to guide individual-, group- and organizational behavior. CSR 3 argues that it is challenging to communicate the codes of conduct to suppliers in a way that makes sense in their local context:

“Something that is taken for granted as easily understood at this department has to be grasped in all countries to make sure they will work according to the demands.” - CSR 3

According to CSR 4, an integration of SR entails following the global work environment policy, which is built on the core value respect for the individual. At the production department, an integration is carried out through production unit (PRU) managers who are in charge of SR in terms of work conditions and quality of work processes. The PRU managers have access to several expertise professions such as medicine, nursing, social scientists and
work environment engineers in order to build up a health team that supports the integration of SR for each unit (CSR 4). CSR 3, stresses that integrating SR internally puts emphasis on the relationship between employee and closest manager to achieve positive daily activities and employee wellbeing. Meetings are organized on a weekly basis in order to strengthen the relationship between employees and their closest manager (CSR 3).

“The real work comes into translating how that is relevant for individuals at various levels and departments globally and locally.” - CSR 2

As CSR 2 expresses in the quote, translating a central view of SR into a local level is important to make sure that people at different departments understand why and how to work with principles and guidelines. Responsibility is transferred to every line manager to work with SR, and bring feedback to the SAB where decisions can be made about what SR issues should be measured and improved. According to LM 1, going from policy to practice can be a challenge, where line managers have an important leadership role to support employees with knowledge and motivation. One success factor is involving employees to make sure they understand the policies and what needs to be done (LM 1). CSR 2 expresses a challenge to fully communicate throughout the organization that SR is a part of their strategic goals of sustainable transport solutions and responsible business. To ensure this understanding, SR is integrated through “Train the Trainer”. This is an education program where leaders at different levels meet to increase knowledge and get support for how to make SR a strategic goal within their team (CSR 2). The SAB has been created in order to embed SR into shared topics between leaders at different levels. This board serves as an opportunity for different professions to meet and map out how work is carried out at every individual department (CSR 4).

“The HR department has an important role when it comes to integrating social responsibility, and that includes working in tight connection to the business.” - CSR 2

As expressed by CSR 2, HRM has an important role in the integration of SR because they are responsible for any kind of training and development and collaborates with a close network of different professions. The HR function is furthermore important for integration as they are in direct contact with employees in areas such as recruitment and connecting with people at universities (CSR 2).
4.3.3 IMPROVEMENT

The improvement of SR happens mainly through different KPIs that measure SR aspects such as equality, employment and anti-corruption. The KPIs capture employee’s perception of SR and how it is acted upon in the organization. Different training and development efforts, such as e-learning, are conducted to increase understanding of SR and raise the awareness about anti-corruption (CSR 2).

“Finding ways to measure is a challenge, to measure social responsibility.” - CSR 2

As CSR 2 expresses, it is a challenge to measure SR and it is also an ongoing process to set up goals for KPIs. Aspects such as wellbeing, health and safety and work-related accidents have set goals and are measured in order to improve responsibility for such social issues. Within various departments, such as purchasing, there are local HR and sustainability roles that work in direct connection to responsibility in that department. At the purchasing department, the supply chain is followed up based on how suppliers work with and are trained in human rights and other SR aspects (CSR 2).

“Organizationally, it is important that everyone have the possibility to speak up about their opinion.” - CSR 4

As CSR 4 argues, an internal dialogue and open involvement is valued where line managers take information up to a higher level in order to achieve improvements. Employees are part of improvement because they know how the work is performed and what needs to be improved. For instance, employees at the production department are organized in smaller groups with a responsible line manager. The improvement procedure happens through real time management, which means that meetings are arranged four times a day to catch up on things that do not work. The daily improvement procedure seeks quality deficiencies to eliminate risks and also to find areas of improvement. Everyone in each team has a responsible person for SR (CSR 4).

“Overall when it comes to developing and measuring the work with social responsibility, a lot of discussion and questions are raised during meetings with the group of people that comes from all departments in Scania, such as HR.” - CSR 2
As explained by CSR 2, the SAB enables meetings with managers from different departments in order to gather feedback and suggestions for improving the work with SR. Managers share their perspectives from their department and bring back directions to their team (CSR 2). In addition to the SAB meetings, CSR 4 highlights an evaluation tool that has been implemented, called “Blue Rating” for safety and environment. The tool has several criteria in order to monitor and measure SHE topics. In this tool, red represents bad, yellow is standard with deviation and green represents a good result. Blue is a measure that indicates that the department’s work can be used as a role model for other departments. The tool is built upon 22 questions and measurement takes place every other year at the production department. The process is based on collaboration with work environment engineers in order to analyze the standards at each unit. In order to improve the work environment, the measurement starts at the management team with their expectations, and this is then compared to the actual results. The PRU managers can create a health team in order to enhance improvements if the measurements prove that there are clear deviations from management expectations (CSR 4).

4.4 THE HRM PROFESSION

4.4.1 VISION

In terms of vision and objectives about SR, HRM 2 perceives that SR is connected to business, rather than merely something separate to work and report on. SR objectives are established and tested through workshops on a global level to spread the codes of conduct of SR (HRM 2). Working with SR falls back on the core values of the organization (HRM 4). All respondents within the HRM profession highlight the core values as a foundation for action and initiatives. HRM 3 explains how Scania’s history as an old Swedish industrial company has a long tradition of taking care of employees. According to HRM 1, the recruitment center takes on a dual role to maximize the value for both company and employees. They take care of employees through coordination and responsibility for the overall labor competencies and needs, to capture and reallocate skills (HRM 1).

HRM 3 explains that many employees go abroad on international assignments in an effort to continuously update and spread the core values and what they mean in practice in daily activities. HRM 2 stresses that a lot of different SR initiatives are carried out on local areas, which makes it difficult to capture and formulate a unified way of working. This makes it challenging to communicate SR in a sustainability report. Therefore, Scania puts an emphasis
on how they capture, bundle and follow up SR through KPIs. Legal requirements have to be followed, but the ambition is to take SR into daily activities and to stand up for formulated principles (HRM 2).

4.4.2 INTEGRATION

In the integration of SR, HRM 5 argues that one of the strengths of the organization is that there are projects for SR without necessarily a predefined strategy for them. Thus, it is possible and encouraged to react and take SR initiatives (HRM 5). HRM 4 stresses that integration of SR rely on the work culture:

“Integration of social responsibility falls back on the work culture, and it is very evident how we behave and act.” - HRM 4

A lot of emphasis is put on the leaders within the organization when it comes to SR. The leaders are trusted to act according to core values, and therefore an integration is formed in the meetings between employee and leader (HRM 3). Line managers’ leadership is highly valued when it involves subordinates in new initiatives and change processes that affect employees. The line manager expresses that MBH is a strategy that is used to involve employees to make them feel safe and respected when initiating a new or improved way of working. M stands for meaningfulness to understand where the new direction is leading to, B stands for comprehensibility and H stands for manageability, that there are sufficient resources for a change (LM 1). In the daily activities, local line managers are given support by local HRM professionals. The core values are believed to be strongly connected to the brand, and should be so for anyone working for the company:

“If there is a Scania sign somewhere on the wall, then you should know what that means, not only from a technical and product perspective but you should also know how we look at people and social responsibility.” - HRM 3

In terms of integration, HRM 1 does not express a direct collaboration with the CSR profession within the recruitment center. SR is something HRM 1 perceives as a responsibility for everyone, from top management down. For example, the recruitment center has initiated a thesis project about diversity, where students explore how other companies than Scania work with this in recruitment processes. This was a project that came directly
from the center, without being molded higher up at a central function (HRM 1). HRM 2 perceives a strong interaction and collaboration with the sustainability function, where CSR 2 works. CSR 2 works with coordination and communication on a global level to establish guidelines, and HRM 2’s department is part of that process to cooperate as much as possible.

The implemented SAB is a place where different professions, such as CSR and HRM, meet to coordinate projects or initiatives in relation to sustainability and SR. For instance, HRM 2 explains how a people perspective should not only be a priority for HRM, but something that is valued by many professions in the organization. The SAB enables professions to share their priorities and points of view, for enhanced collaboration and shared understanding (HRM 2). HRM 4 explains that there are conversations between people from different professions, but that HRM 3 represents an HRM point of view in the SAB. From an HR business partner perspective, all collaboration with the central sustainability department goes through HRM 3 (HRM 4).

The daily work with SR is according to HRM 5 integrated through all development plans for every department of the organization. “Skills Capture” is an example for SR and a strategy for social topics (HRM 5). Skills Capture is a program implemented to integrate SR into all departments and it is about making sure that employees’ competencies are developed and used to their full potential (HRM 3). The program is connected to different metrics such as age, gender, education, and nationality (HRM 4). In terms of integrating SR, HRM 2 stresses that fragmentation is an issue, and that it is important to work more unified. Leaders are central to a congruent adaptation and work with SR, and HRM 5 explains that the HR function has an important role in supporting them:

“I would say that we don’t have any role to play, we will never be more socially responsible than our managers are.” - HRM 5

HRM 3 stresses that it is important for managers working with SR to involve employees in the integration process. There is an emphasis on working together, and aspects such as safety and health within the work environment are addressed regularly between employees and line managers. From an SR perspective, employees are involved through performance reviews and conversations with line managers to give voice for suggestions on improvements. A lot of
focus is put into ensuring good working conditions for everyone and suppliers are scanned to follow SR requirements such as working conditions, human rights and diversity (HRM 3).

4.4.3 IMPROVEMENT

“Improvements of social responsibility are made on a local level.” - HRM 2

HRM 4 and HRM 2 explain that improvements are made on a local level, which makes it important to have a unified way of working. KPI measurements are central for the improvement of SR and measure different topics such as diversity and inclusion. This is an index that is based on a survey on a yearly basis. The questions concern how employees perceive the presence of diversity in the workplace, and if employees perceive that their competence is captured. From the findings, goals are set and spread on a global level (HRM 3). Another way of improving SR is through education where employees have development plans that are shared with managers. This provides each individual with a possibility to grow within the organization through education and creates human capital for the organization (HRM 4). Employees have development meetings and daily dialogues with their manager. The relationship between manager and employee is crucial to provide employees with opportunities that fit their needs to increase motivation (HRM 4).

In the process of improving SR, HRM 3 perceives a collaboration between CSR and HRM professions. This collaboration is mainly achieved through the SAB, where HRM 3 has an ongoing dialogue with CSR professionals. From meetings and discussions in this board, decisions regarding how to improve SR are made to be spread out in the organization (HRM 3). Outside the SAB, the recruitment center also follows up on SR through employee surveys about wellbeing and job satisfaction. This survey is conducted and based on a handbook about working environment, with questions about wellbeing, leadership, ability to contribute, and make a difference. In this type of improvements, there is a collaboration with a corporate health service center that gathers the survey information. In addition to surveys like these, HRM 1 expresses how the daily contact between line managers and employees is where the real SR takes form. The respondent explains that an open dialogue is the best foundation for SR, but that surveys are necessary to ensure that possible issues surfaces (HRM 1).
5. ANALYSIS

5.1 TRANSLATING A CSR LOGIC

Scania is a multinational company with decentralized departments that have different ways of working with and interpreting SR (HRM 3). This can be compared to findings by Pallas et al. (2016) and Binder’s (2007) discussion about professions interpreting a logic differently and having conflicting points of view on how actions should be carried out. The different ways of working illustrate how the CSR and HRM professions have competing interests that frame how they translate SR. CSR 4 and HRM 4 both stressed that it is difficult to achieve a unified way of working due to small projects on local levels. This connects to Emmott and Worman’s (2008) discussion about the importance to fully embed CSR activities throughout the organization, something that the professions are struggling with. However, the majority of the respondents explained that decision-making falls back on the core values as a guide for actions. The core values can be related to ideal types of systems and norms shaping guidelines to organize human behavior (Weber, 1920/1983), in relation to a CSR logic. Actions related to a CSR logic of strategizing, integrating and improving SR, as discussed by Jamali et al. (2015), are in this case guided by systems of norms anchored in the core values. For example, all respondents highlighted the core value Respect for the individual as an important foundation for SR. It can therefore be seen as an ideal type that is precise and accurately formulated to provide systems of norms and characteristics (Weber, 1920/1983; Kvarnström, 2016), of a CSR logic.

The HRM profession emphasized their people perspective where Respect for the individual is central to define standards for how to act and behave in the organization. How CSR and HRM professions translate SR is also related to formulated sub-categories covering labor practices and decent work, human rights, society and product responsibility (Scania, 2015). Despite having clear and shared standards and guidelines, professions interpret a CSR logic differently as they have their own commitments in their professions. For example, CSR 2 has a coordinating role of SR activities while HRM 2 has an internal focus to build a culture with codes of conduct. The different commitments of CSR and HRM confirms Suddaby’s (2010) argument that people are those who interpret institutional logics and act according to these interpretations. Furthermore, this relates to Marrewijk’s (2003) discussion about different organizational disciplines having different associations to CSR. This means that biased
interests can occur, and therefore organizations must function as a whole (Marrewijk, 2003) to avoid fragmentation in relation to CSR. For instance, the decentralization leads to a lot of responsibility for leaders to act and comply with the core values (HRM 3), which can result in fragmentation (HRM 2). This leads to people taking different roles depending on what profession they belong to and would act according to expectations in order to maintain their identity within the organization (Pache & Santos, 2010).

The sustainability advisory board (SAB) supports leaders from different departments by organizing meetings for professions (HRM 3; CSR 2). This can be seen as an attempted solution to the mentioned fragmentation and complexity of coordination. The SAB enables different professions, such as CSR and HRM, to meet in a translation process where they can share their different interpretations of SR. This can be understood as a collective translation process that enables a shared understanding of SR as a CSR logic, which helps professions to formulate guidelines. These guidelines form a base to organize human behavior and action, as discussed by Kvarnström (2016) and Thornton and Ocasio (1999). As Jamali et al. (2015) argued about CSR and HRM professions co-creating for SR, this research found that the SAB enables competing priorities to be discussed in a translation process.

### 5.2 WHEN PROFESSIONS MEET

CSR and HRM professions have individual tasks and expectations. The SAB serves as an opportunity for them to meet and map out how work is carried out in relation to SR (CSR 4; HRM 3; CSR 2). The meetings in the SAB could according to Bevort and Suddaby (2016) lead to competing points of view that cloud professionals’ ability to embrace new ways of working. However, the SAB can also be connected to the findings of McPherson and Sauder (2013). They found that professions in a court made use of different points of view and knowledge to manage conflicting professional responsibilities and to collaborate. Their findings highlighted a need to not only adhere to one’s own profession and interests. The case of Scania has similar findings. For example, HRM 3 discussed that the SAB is a place where competing interests can occur, but that the aim is to reach shared understanding and not only see to one profession’s own interests. The SAB therefore tries to merge different professions’ point of view when translating SR. This illustrates a translation process from a macro level to a local level of an organizational context. In contrast to Pallas et al.’s (2016) findings about conflicts among professions, the SAB appears to bridge conflicting interests and create collaboration in routines for daily activities. The output from the SAB leads to embedded
routines that are communicated throughout the organization. Therefore, this relates to Berger and Luckmann’s (1929/1991) arguments about actions becoming habitualized when they are embedded into routines and guides human behavior.

Waddock et al. (2002) claim that integrating CSR and institutionalizing responsible practices throughout the organization requires a congruent adaptation where codes of conduct are embedded. The SAB helps the organization to formulate what needs to be done, how to coordinate projects, and take new initiatives in relation to sustainability (HRM 2). It covers the three different components of a CSR logic: vision, integration and improvement (Waddock et al., 2002; Jamali et al., 2015). In terms of vision, it provides the different professions a congruent direction for activities, it helps professions to integrate SR, and also enables discussions for improvement (HRM 4).

5.3 CO-CREATATION AROUND A CSR LOGIC

A common theme that was highlighted among HRM respondents was a people perspective, where HRM 1 expressed how anything that concerns people is SR. The recruitment center has a big focus on developing good processes for taking care of people and competencies (HRM 1). In agreement with Jamali et al. (2015), this relates to an inward focus that the HRM profession is connected to in terms of how they translate SR. The CSR profession had a broader perspective in relation to SR. CSR 2 talked about environmental aspects and conducting sustainability reports that are communicated internally and externally. This role connects to Windell’s (2006) discussion about the CSR profession as responsible to conduct and communicate reports in a transparent manner. The CSR respondents that work within the company’s supply chain and outside the organizational boundaries illustrate the external focus that Jamali et al. (2015) discuss is connected to the CSR profession.

Core values, and especially Respect for the individual, are something that brings the CSR and HRM profession together in a translation process of SR. This is a value that all respondents emphasized as a foundation for how they are treated, behave and act around colleagues, customers and suppliers. The overlap between CSR and HRM professions in relation to SR as argued by Jamali et al. (2015), can in this case be seen as a collective translation process of SR with shared core values. Whether collaboration exists between CSR and HRM depends on if the HRM function is seen as legitimate within the organization (Preuss et al., 2009). This might stem from the previous difficulties for HRM to be taken seriously as a contributor to
business value (Francis & Keegan, 2006). From all respondents, it became clear that the HRM profession is highly valued within the organization, which highlights their central role in translating and integrating SR. Both HRM 4 and HRM 5 highlighted the support they give to their line managers and that SR is central to the actions of these managers. This can be connected to the role of a strategic partner, working together with line managers to ensure that HR issues and actions are prioritized and aligned with CSR objectives (Jamali et al., 2015; Ulrich, 1997).

How the CSR profession translates SR as a CSR logic can be seen in the way the CSR function is organized. Gond et al. (2011) discussed how the CSR profession can be organized through three different configurations. The coordinating function where CSR 2 is positioned can be seen as configuration three, a stand-alone department that coordinates and mobilizes actors from concerned departments (Gond et al., 2011). The way that the CSR profession is also organized in a decentralized manner with CSR employees at different organizational levels shows a configuration two, with activities shared across departments. There are employees that are focused on the environmental part, the social part, or on both that are spread out among many departments. HRM’s responsibility to work with a people perspective and measure performance in that area relates to a configuration one of a CSR function. Configuration one means that CSR activities, in this case with a focus on SR activities, are located within or has emerged from the HRM function. This further illustrates a collaboration and CSR and HRM co-creation on strategic and operational levels (Gond et al., 2011) in a translation process of SR as a CSR logic with vision, integration, and improvement.

5.3.1 VISION

The vision for SR is expressed as a strategy to become the leader within sustainable transport solutions through responsible business where core values are important guidelines (CSR 2). The CSR profession has a strategic role when it comes to translating SR into vision of a CSR logic. This includes analyzing the external environment to acquire knowledge and coordinating this to personal, group and functional objectives in interdisciplinary departments (CSR 1; CSR 2). The external focus can be related to proactivity to scan and reflect on the external environment and centrality to have a close fit between the firm’s mission and objectives (Burke & Logsdon, 1996). Centrality would according to Porter and Kramer (2006) reduce the risk for fragmentation and lost CSR opportunities. HRM’s role in translating SR into vision is to establish objectives through workshops on a global level to create shared
understanding for the codes of conduct. CSR 2 explained that collaboration is central to take the vision of SR into practice and argues that HRM and various departments have an important role in this collaboration. This highlights how the professions collectively translate SR in various areas. According to Jamali et al. (2015), having an internal focus of a CSR vision provides opportunities for HRM to contribute. From an HRM perspective, the challenge is to capture, bundle and communicate CSR activities throughout the organization (HRM 2). According to HRM 3, it is therefore important to continuously review and update the core values and discuss how they should be translated into daily activities.

The coordinating role of the CSR profession (CSR 2) is a rather new function intended to enable an overview of all CSR activities. It is dependent on communication and collaboration from various departments and in order to work successfully with SR, it is important to manage different professions towards the same direction. This relates to Waddock et al.’s (2002) argument that it is important for organizations to formulate and institutionalize their vision of responsible practice throughout the organization. The SAB enables this through discussions about strategically important projects that are communicated and embedded within the organization (HRM 3). It further enables CSR and HRM profession to co-define strategic CSR activities and objectives to support the leverage of internal competencies and resources, which Jamali et al. (2015) discussed as an important area for collaboration.

5.3.2 INTEGRATION

CSR and HRM professions have an important part to play to ensure that SR activities are translated and embedded with internal working routines and policies, and that visions or goals are connected to daily activities (Jamali et al., 2015). In the integration of SR, a component of a CSR logic, a key aspect was that there are projects for SR without necessarily a predefined strategy for it. HRM 1 expressed an example where the recruitment center initiated a thesis project for diversity in the recruitment process. This connects to Burke and Logsdon (1996), and how activities without a direct strategic intent can add value to stakeholders and society. This example can at the same time be connected to the five dimensions of strategic CSR behavior when integrating CSR. Taking initiatives can be a version of voluntarism, as is one of the strategic dimensions. It also falls under the dimension of centrality in terms of how leaders are trained to work for a fit between CSR programs or policies with the organization’s mission and objectives (Burke & Logsdon, 1996). HRM 3 expressed that a lot of trust is put on line managers when it comes to translating SR, as they are trusted to act according to core
values and to ensure a fit to strategic goals. Line managers are supported by HRM, where HRM takes on a strategic partner role, as discussed by Ulrich (1997). LM 1 mentioned support in terms of training programs in SR areas such as occupational safety and health. In addition, CSR 4 explained that they coordinate responsibility among production unit (PRU) managers to integrate SR and maintain safety, health and work environment in their teams. This illustrates leaders’ important role when CSR and HRM profession translate SR into practice.

HRM 3 explained how an integration of SR happens to a great extent in the meeting between employees and leaders. This was supported by CSR 3 who stressed that meetings and conversations occur on at least a weekly basis with closest manager, which enhances wellbeing. LM 1 added that employee wellbeing is crucial, which is why they involve employees in new initiatives as a way to give them a meaningful role in the organization. Involvement is very important in order to engage employees with SR (CSR 4). This connects to HRM as a change agent (Ulrich, 1997), a role where HRM gives support to line managers in order to reduce resistance towards change. Furthermore, involving employees in change processes relates to the need to gain employee commitment and understanding of daily behavior (Buyens & De Vos, 2001; Jamali et al., 2015). According to LM 1, achieving a shared understanding for the changes is a key success factor for going from policy to practice.

Respondents from both CSR and HRM expressed that integrating SR is rooted in the core values, which have been deeply integrated within the organization. The core values provide a baseline for guidance, which relates to Berger & Luckmann (1929/1991) and habitualization, since the core values are embedded into routines and taken for granted. All respondents mentioned Respect for the individual, which connects to Burke and Logsdon’s (1996) dimension of visibility. Visibility in how employees are valued within the organization can lead to enhanced employee motivation and productivity (Burke & Logsdon, 1996). Stimulating motivation among employees with visible SR values connects to an employee champion role (Ulrich, 1997). The integration further takes form both in terms of how employees work and how relationships with suppliers are organized. Codes of conduct and standards based on UN guiding principles have been established to support and ensure SR throughout the value chain. These codes of conduct follow a process that is reactive in order to make changes when observed things deviate, and it is proactive to find new ways of working (CSR 1). This connects to Waddock et al.’s (2002) argument that it is important to
ensure a congruent adaptation of the CSR logic by integrating the vision into daily routines and in social networks among employees. This also relates to the strategic dimension of CSR behavior of proactivity to actively search for new opportunities in the area of CSR (Burke & Logsdon, 1996). CSR 3 expressed a challenge when communicating with suppliers and ensuring compliance to the codes. This illustrates how the CSR profession has a more external focus than the HRM profession’s inward oriented role (Jamali et al., 2015) when translating SR.

5.3.3 IMPROVEMENT

Improvement of SR as a component of a CSR logic is connected to open involvement where line managers provide information and suggestions to the SAB. Open involvement is about having a dialogue with employees to collect their interpretations of necessary improvements (CSR 4). This can be related to Ulrich’s (1997) description of strategic partners where line managers have an important role to gather information and take actions that reach business objectives. The open involvement relates to Waddock et al.’s (2002) discussion of a CSR logic where it is important to have an organizational mindset of continuous improvements to support CSR development and spark ideas for innovations. The gathering of information to achieve improvements takes form on a local level, (HRM 4) through KPIs (HRM 2), the Blue Rating tool, Train the Trainer (CSR 4), employee development plans and education (HRM 4). This can be related to Ulrich’s (1997) definition of employee champions, where line managers put emphasis on support for the employee’s concerns and balancing employee needs with organizational objectives.

Empirical findings revealed that CSR and HRM professions translate SR differently when it comes to improvement. For example, HRM 3 is involved in measuring SR KPIs such as diversity and inclusion, and CSR 3 expressed how they measure SR KPIs within the whole supply chain. This shows a role of administrative expert (Ulrich, 1997), where CSR and HRM professions are aligned in creating and developing a social performance measurement system (Jamali et al., 2015). It can also be interpreted according to Burke and Logsdon’s (1996) specificity dimension of strategic CSR behavior to internalize and capture the benefits of SR to achieve beneficial outcomes. The development plans and education provided can be related to Burke and Logsdon’s (1996) visibility dimension of CSR because it adds value to employee motivation and productivity by putting emphasis on improvement initiatives.
There is a local level of involvement where CSR and HRM professions have different focus in the way they translate SR. Aligning CSR and HRM professions in relation to improvement would according to Jamali et al. (2015) lead to competitive internal dynamics with stronger employee commitment, loyalty and ethical awareness. Furthermore, improvement of CSR activities can contribute to a stronger bond between employees and organization, which in turn can increase innovativeness and creativity (Brammer et al., 2007). CSR 4 and HRM 3 stressed the importance of the SAB to improve the work with SR. The board stimulates an ongoing collective translation process among CSR, HRM, and other professions to discuss what is carried out and what needs to be improved. The collaboration between different professions in the SAB connects to Zappalá (2004) and Jamali et al. (2015), that it enhances organizational commitment with a commonly held social identity and an institutionalized CSR agenda within the organization.
6. DISCUSSION

Chapter five presented how CSR and HRM professions translate SR as a CSR logic of vision, integration and improvement. The analysis highlighted the core values as an important foundation for guiding behavior in a decentralized organization. It also provided insights about the sustainability advisory board (SAB) as a center for co-creation between CSR and HRM professions, where they meet in a translation process of SR. The following section will elaborate on and discuss these findings.

6.1 PROFESSIONS TRANSLATING SOCIAL RESPONSIBILITY

The research findings show that there are differences characterizing how CSR and HRM professions translate SR into an organization. The CSR profession’s translation process is characterized by an external focus to work with areas such as the environment and how to coordinate and report CSR activities. The external oriented role is reflected through the coordinating function, configuration three, and proactivity by scanning and reflecting on the environment. Moreover, the CSR profession takes an inward role as seen in configuration one, which means that a CSR function is located in the HRM function to merge collaboration between different perspectives of SR. The organization’s decentralized CSR function shows a configuration two, which means that activities are shared and integrated across departments. The configurations illustrate that the CSR profession can take both an individual and a collective role in a translation process of SR. The collective translation process is shown through a collaborative relationship with the HRM profession. The HRM profession’s translation process is characterized by an inward turning role with a people perspective and focus on internal processes. The recruitment center takes an employee champion role to take responsibility for employee wellbeing and to stimulate the full potential of the workforce. Strategic partners ensure that HRM priorities are connected to business objectives by supporting line managers. Support to line managers is also illustrated through a change agent role that ensures employee participation and open involvement to understand and embrace new initiatives. The HRM profession also takes an administrative role to measure different aspects such as diversity and employee wellbeing to improve the work with SR. Therefore, the research findings show that CSR and HRM professions translate SR in different ways, but that they overlap in a collective translation process.
Decentralization and local interpretations of SR provide challenges in terms of fragmentation, where voluntarism enables local initiatives. This could suggest conflicts among professions with competing interests and reduced collaboration. Findings by Pallas et al. (2016) found that this can occur when professions interpret and work differently with a logic. However, this case contradicts such findings by showing that the SAB enables CSR and HRM professions to meet in a translation process and make use of each other’s perceptions of SR. The research findings showed that the professions have an external and inward orientation covering different interests and business areas in relation to a CSR logic. The findings further show that their external and inward focus suggests that they need each other’s perceptions of SR for a successful translation. They manage to reduce conflicting interests and fragmentation by striving for shared understanding through collaboration. This collaboration mainly takes place in the SAB where they cover a broad scope of SR, with individual and collective interpretations of SR as a CSR logic.

The research findings showed that core values have an important role to create a baseline and direction for the organization. Respondents revealed that Respect for the individual is a shared understanding that creates a system of norms that organize behavior for how to work with SR. It is an ideal type that serves as a guiding tool for a CSR logic in how they strategize, integrate and improve SR. Respect for the individual can be seen as a macro level idea for the organization as a whole, to take responsibility for employees, competence and development. The professions translate this ideal type into a micro level of daily activities and decision-making. Respect for the individual is embedded through codes of conduct that guides the translation of SR throughout the organization. The codes of conduct provide a baseline to fall back on in decision-making to habitualize a congruent behavior in line with a CSR logic. In agreement with Jamali et al.’s (2015) co-creation model around a CSR logic, collaboration between CSR and HRM professions have great potential. This research’s findings suggest that ideal types with norms guiding behavior are important aspects to understand how professions translate a CSR logic. Thus, the thesis extends Jamali et al.’s (2015) co-creation model with a focus on how institutional logics are crucial in guiding professions in their individual and collective translation of SR. Co-creation can therefore be understood as a type of translation where professions consider different perceptions of SR. Drawing on the insights from this case, there are different professions on organizational levels interpreting a CSR logic, which makes a collaboration complex when translating SR.
6.2 CO-CREATION CENTER FOR A CSR LOGIC

The SAB can be seen as a center for co-creation and a way for CSR and HRM professions to bridge the complexity of different perceptions and create shared understanding for how to translate SR. Since employees belong to different organizational departments, they have different skills, commitments, and make different interpretations of SR as a CSR logic. Furthermore, professions’ role in the organization implies that they have their own understanding of a CSR logic since CSR by nature is open for biased interpretation and association to be translated into local contexts. This suggests that working with SR in organizations easily leads to decoupling and fragmentation. The legislated sustainability report pressures companies to conform according to requirements and therefore to reduce decoupling and fragmentation. The research findings propose that a center for co-creation would solve issues with decoupling, fragmentation and bridge the complexity of having different perceptions of SR. The findings indicate that the SAB enables discussions from different points of view of SR in relation to the CSR logic of vision, integration and improvement. The SAB further enables different professions to meet where they can follow up and decide on CSR activities that are in line with their strategy for sustainable product solutions and responsible business. With managers from CSR, HRM, and other professions the SAB can be seen as a center where CSR activities and objectives are co-defined to leverage internal competencies and resources. For instance, the program Skills Capture internalizes and captures competencies and integrates SR into sub-units of the organization. Initiatives and projects like this illustrate how different professions within the SAB strategize and integrate SR into the organization.

In terms of improving SR, the SAB makes use of employee involvement by evaluating line managers’ suggestions from their teams on what aspects of SR that needs improvement. The suggestions are taken into consideration in the SAB discussions about what should be measured, which in turn enables a co-creation between CSR and HRM professions. These findings therefore highlight the important role of line managers as they support the professions in their translation process of SR. This collaboration to improve SR leads to competitive internal dynamics and a strong connection between employee and organization. The research findings show that collaboration between employees leads to an institutionalized SR agenda that builds a social identity in the organization. As a development of Gond et al.’s (2011) three configurations, the findings suggest that the SAB forms a fourth configuration of
a CSR function. This fourth configuration has a new organizational boundary with strong relationships between CSR, HRM and other concerned departments and co-creates to define a commonly held understanding of SR. The fourth configuration allows for the professions to contribute with their view of a CSR logic when translating SR. This fourth configuration is also a contribution to Jamali et al.’s (2015) framework, where CSR and HRM professions can translate and merge different interpretations of a CSR logic. Theory of institutional logics and translation is extended with findings about how professions can collectively translate a CSR logic and bridge conflicting interests. This thesis shows that professions with different perceptions can co-create in order to understand a CSR logic, and individually and collectively translate SR into an organization.

6.3 CONTRIBUTION, LIMITATIONS AND FURTHER RESEARCH

Through this case study, the aim was to explore how CSR and HRM professions translate SR into an organization. In line with Jamali et al. (2015), it has been found that separate strands of CSR and HRM literature needs to be merged in order to gain deeper knowledge about how to couple policy with practice in terms of SR. By combining the CSR and HRM co-creation model with theory about institutional logic and translation, this thesis has attempted to bridge these fields of study. Hence, the findings contribute to academic research and can be useful for managers and organizations to embed SR and comply with the legislated sustainability report. The findings are further useful for practitioners working with SR to increase value for the organization. For practitioners to work with SR, it is important to embed core values since they can guide human behavior and provide a direction for leadership to reduce fragmentation. The research findings showed that the professions have different orientations when translating SR, which results in a merged understanding and collaboration through the SAB. In addition, the thesis contributes with an attempt to illustrate how different perceptions of an institutional logic can be turned into co-creation and reduce the risk of conflicting interests and fragmentation. A CSR logic is open for biased interpretation and understood in subjective contexts of organizational departments. These are implications that should be considered by both academics and practitioners when CSR and HRM professions translate SR.

In light of two professions translating SR, the research contributes with a suggestion for a center of co-creation for professions to meet and bridge their personal interests and organizational commitments. The center provides organizations with a possibility to
strategize, integrate and improve SR as a CSR logic. Thus, in a translation process where co-creation is an important part, practitioners need to consider an organizational solution for that. This thesis shows that an organizational environment can be created for professions to translate SR in relation to each other’s points of view. This is where the SAB is presented as a fourth configuration and a solution for professions to merge their individual translations of SR. This configuration enables strong relationships between CSR, HRM, and other professions. These findings develop Jamali et al.’s (2015) model of co-creation of vision, integration and improvement in light of translation and logic theory. The thesis thus contributes with findings that merge different strands of literature and provides academics and practitioners with an understanding for how CSR and HRM professions translate SR into an organization.

The thesis has some limitations. First of all, the case study reflects empirical findings from one organization within one industry. Hence, conducting research in other industries could have yielded different findings, and including more than one organization could have enabled comparisons. However, the selection was necessary for this case due to the unexplored nature of the research area. One line manager was included from an outside perspective because the organization highly valued line managers’ role in translating SR. Hence, further research could include more line managers and other professions in order to develop a broader understanding for how CSR and HRM professions are perceived to translate SR. Secondly, the case reflects findings from a multinational company studied in Sweden and does not reflect the organization from a global perspective. This could have implications for understanding how SR is translated in different countries where the company operates. However, this limitation was an aware decision in order to gain insights about an unexplored topic. Finally, the research has focused on SR as a CSR logic. Therefore, environmental aspects has not been included which limits the study in terms of findings that could have been found in a broader view of a CSR logic. However, previous research has argued that CSR and HRM mainly overlaps in the SR area, and it was therefore an important decision to focus on how two professions translate and collaborate in this area. Future studies could therefore conduct research within other industries, include a global perspective and a broader view of CSR.
In a world where companies are increasingly pressured by stakeholders and legislation to grasp and work with CSR, the ways to strategize, integrate and improve CSR are numerous. Multinational companies have a great potential with vast resources and global influence to address CSR. However, due to decentralization there are challenges in creating a shared understanding within organizations due to different interpretations and priorities of a CSR logic. Particularly since CSR means something, but not always the same thing, to everybody. This connects to risks of fragmentation and lost CSR opportunities. This thesis has analyzed how CSR and HRM professions translate SR into an organization. To answer this question, CSR and HRM professions have been investigated at different organizational levels to gain understanding for how they behave individually and collectively in a translation process.

The research findings indicate that the CSR profession has an external orientation and the HRM profession has an inward turning orientation when translating SR. This affects their interpretation of a CSR logic of vision, integration, and improvement and how they behave. The findings suggest a co-creation center as a solution to enable professions to collectively translate SR, and look beyond their individual perceptions. However, since CSR is open for biased interpretation on local levels, it can be challenging for professions in a decentralized organization to translate SR. This thesis concludes that a decentralized multinational company can cope with this challenge by having embedded core values that guide human behavior through codes of conduct in order to translate SR congruently. Furthermore, professions translate SR differently, but they manage to co-create through a sustainability advisory board (SAB). This co-creation illustrates a collective translation process, where a fourth configuration enables professions to strategize, integrate and improve SR. This thesis has unpacked CSR and HRM professions in a multinational firm, combined different strands of literature and given voice to different interpretations of a CSR logic. By doing this, the researchers hope to contribute with a greater understanding for how CSR and HRM professions translate SR into an organization and inspire future studies in this research area.
REFERENCES

A

B


Boxall, P. and Purcell, J. 2000, Strategic human resource management: where have we come from and where should we be going?, International Journal of Management Reviews, vol.2, no. 2, pp. 183-203.


Bromley, P. and Powell, W.W. 2012, From smoke and mirrors to walking the talk: decoupling in the contemporary world, The Academy of Management Annals, vol. 6, no. 1, pp. 483-530


C


D
E


F


G


H

J

K

M

P


S


T


U


APPENDIX 1

INTERVIEW GUIDE

Institutional logics and CSR
• How is Scania working with social responsibility?
• What norms of social responsibility does Scania have and how are they expressed?
• What values of social responsibility does Scania have?
• What kind of support and resources do Scania have to work with social responsibility?
• How is the work with social responsibility affecting the legitimacy of Scania?

The CSR Profession
• How is your profession working with social responsibility?
• How is your profession related to the HRM department, how would a collaboration look like between your professions?

The HRM Profession
• How is your profession working with social responsibility?
• How is your profession related to the CSR department, how would a collaboration look like between your professions?

Translating a CSR logic
• Does your profession have shared objectives for social responsibility with the HRM/CSR profession?
• How do you handle conflicting interests?
• Can you describe the challenges and implications when working with social responsibility?

Vision
• How is the vision for social responsibility expressed at Scania?
• What factors affects the vision for social responsibility?
• Are CSR and HRM employees involved in the formulation of vision and goals for social responsibility?

Integration
• How is the integration of social responsibility executed at Scania?
• How is the integration of social responsibility supported and communicated throughout the department?
• How is the integration of social responsibility at your department affected by the HRM/CSR department

Improvement
• How do you monitor the outcomes of working with social responsibility?
• How do you develop the work with social responsibility?
• Is there collaboration with the CSR/HRM department to develop the work with SR?
• Are employees involved in the development process of