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SCHOOL OF BUSINESS, ECONOMICS AND LAW

**The usage of internal communication to engage and motivate employees towards a company's
sustainability goal**

A case study of Perrigo Nordic's internal communication regarding their 'No-plastic transport
packaging' goal

University of Gothenburg, School of Business, Economics and Law
Bachelor thesis
FEG33S Bachelor course, Corporate Sustainability
Spring term 2020
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Abstract

Title: The usage of internal communication to engage employees towards a company's sustainability goal. A case study of Perrigo Nordic's internal communication regarding their 'No-plastic transport packaging' goal.

Background: Due to the increased awareness by society concerning sustainability and the Sustainable Development Goals set for 2030, companies are faced with higher demands on their sustainability commitments. In order for a company to implement and reach its sustainability goals, the management needs to provide employees with information and create a common understanding. This makes internal communication a necessity. Internal communication also motivates and engages the staff to commit and work towards the goals set by the management.

Purpose: The purpose of the upcoming essay is to raise the awareness of how to motivate and engage employees with the help of internal communication to corporate sustainability goals. This purpose is hoped to be fulfilled through a case study of the company Perrigo Nordic, and the research question is thereby: How can internal communication engage and motivate employees to work towards Perrigo Nordic's 'No-plastic transport packaging' goal?

Method: The study's theoretical starting point is based on earlier studies and theories, in terms of scientific articles and literature which creates the foundation for the study's empirical data collection. The study's empirical data was collected through a case study with Perrigo Nordic. The case study was conducted in a qualitative manner with semi-structured interviews with people working at different positions at the company. Additionally, a supplementary quantitative question poll was sent out to all 120 employees working at Perrigo Nordic. The study was made primarily made in a deductive way.

Results and conclusion: There are several combined factors within internal communication which contribute to an increased engagement and motivation. Concluding, and to answer the research question, Perrigo Nordic should customise their internal communication to enhance knowledge and a sense of belonging in order to increase the engagement and motivation towards a clearly defined sustainability goal.

Key words: internal communication, employee engagement, sustainability and sustainability goals.

Definitions

Sustainability: The most known definition of sustainability and sustainable development is the one defined in the Brundtland report: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” (World Commission on Environment and Development, n.d., p. 41).

Corporate Social Responsibility (CSR): Corporate social responsibility is described as being “the way through which a company achieves a balance of economic, environmental and social imperatives [...] while at the same time addressing the expectations of shareholders and stakeholders.” (United Nations Industrial Development Organization, 2020, para. 1).

Commitment: Commitment is characterised as a state (Welch, 2011). Employee commitment is defined as: “a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization” (Allen and Meyer, 1996, p. 252).

Engagement: Engagement is seen as an antecedent of commitment and is defined by Allen and Meyer (1996) as a state and an attitude. One definition that describes the engagement of an employee is “a dynamic, changeable psychological state which links employees to their organisations, manifest in organisation member role performances expressed physically, cognitively and emotionally, and influenced by organisation-level internal communication.” (Welch, 2011, p. 337).

Motivation: “Motivation is a state of readiness or eagerness to change, which may fluctuate from one time or situation to another. This state is one that can be influenced.” (Miller & Rollnick, 1991, p. 163).

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1 Introduction

The chapter starts by providing background information and an introduction of the research topic of this thesis. Thereafter, a problem discussion including practical and theoretical contributions is presented. The last section of this chapter contains the purpose, the research question and the delimitations of the thesis.

1.1 Background

With the Sustainable Development Goals set for 2030 and the increased awareness by society, companies are faced with higher demands on their sustainability commitments. Since companies have been a contributing cause of today's problems regarding sustainability, they thereby play an essential role in working towards a sustainable development (Regeringskansliet, 2014).

Consequently, sustainability-related investments are not only beneficial for society but also crucial for the company's reputation, survival, competitiveness and success (Porter & Kramer, 2011). Due to this development, many companies work towards different sustainability goals and targets. In order to achieve the goals that they set, sustainability needs to be a part of the core business, and all employees need to be aware of and work towards these goals (Epstein & Buhovac, 2014; Löhman & Steinholz, 2004).

In order for the sustainability work to be permeated throughout the business, company leaders need to have clear internal communication (Genç, 2017). Despite this, many organisations do not prioritise communication (Heide et al., 2005). However, the interest in internal communication has increased since the 1990s, which was based on the 1990s recessions, outsourcing, mergers and acquisitions of companies (Verčič, Verčič, & Sriramesh, 2012). Today, communication needs to be a fundamental part of all organisations, and a criterion for being able to cooperate within the company and achieve the goals that have been set (Heide et al., 2005).

As mentioned, working with sustainability is crucial for a company's survival and success, which is something that Perrigo Nordic has taken into account. The company works towards different sustainability goals which they communicate internally to all employees working at different offices in the Nordics. Therefore, Perrigo Nordic will be the studied case company of this thesis.

1.1.1 Background Perrigo Nordic

Perrigo was founded in Michigan year 1887, and today, it is a leading global self-care company that employs more than 10 000 people in over 30 countries around the globe (Perrigo, 2020, a; Perrigo, 2019; Perrigo, 2020, b). Perrigo's vision is "to make lives better by bringing Quality, Affordable Self-Care Products that consumers trust everywhere they are sold." (Perrigo, 2019, p. 1). The company strives to reduce its impact on their three dimensions of sustainability;

their people, financial performance and the planet. Since 2015, they have administrated an Environmental Stewardship Program which aims to promote environmental sustainability across their company through targeted projects and goal setting (Perrigo, 2019).

The Nordic branch of the company, called Perrigo Nordic, consists of 120 employees that work with about 40 different market-leading brands, such as Panodil, Canoderm and ACO, sold at different pharmacies around the Nordics. Sustainability initiatives at Perrigo Nordics build on their core values; integrity, responsibility and respect, and aim to benefit Perrigos three dimensions of sustainability (Perrigo Nordic, 2019). To succeed, they want a sustainable business culture, reduce their environmental impact and be financially stable (ibid). In the reduction of their environmental impacts, Perrigo Nordic also have to meet high requirements on their production, their ingredients and their packaging (ibid).

One of their attempts to meet these requirements on their environmental efforts is their sustainability goal 'No-plastic Transport Packaging' which also is the one applicable to this study (Perrigo Nordic, n.d.). The goal was first initiated at the beginning of 2018, by a question from one of Perrigo Nordics biggest costumers, and aims to reduce all plastic in their transport packaging (G. Åsberg, personal communication, April 23, 2020; C. Greiser, personal communication, April 27, 2020; Perrigo Nordic, n.d.). The goal not only benefits the environment by a reduction of plastic and decreased carbon dioxide emissions due to more efficient packaging and thereby a decrease in transports needed (Perrigo Nordic, n.d.). The goals also lead to cost savings for the company itself, time savings and lower costs for their suppliers, more manageable packaging and more efficient use of storage space for their logistics partners, a reduction of packaging waste and met requirements from their customers (ibid).

1.2 Problem discussion

Today, companies face challenges regarding their environmental impacts as their operation leads to depletion of natural resources, contamination and climate change (Benn, Edwards & Williams, 2018). Thus, Epstein & Buhovac (2014) claim that the question 'whether' to integrate corporate sustainability has changed to 'how' to implement corporate sustainability into the day-to-day business. To be sustainable, companies must improve their management of corporate sustainability and engage their stakeholders. According to Kataria, Kataria and Grag (2013), a company's most important stakeholders are their employees, as they are vital in information and good reputation spreading, as well as in implementing and achieving sustainability initiatives and goals. Despite this, employees are described as a forgotten link in sustainability and that they are rarely asked to partake in decision making (ibid). When employees are forgotten, Kataria et al.

(2013) claim that companies fail to utilise employee's potential as sustainability implementors and communicators. Especially, there is an insufficient insight into how employees' view companies internal communication regarding sustainability (ibid). The employees' view and understanding of what communicators wish to mediate regarding sustainability are significant since the subject is often complex (Genç, 2017). Further, internal communication is a fundamental prerequisite for companies to exist, and it is important that it manages to engage employees (Heide, Johansson & Simonsson, 2012; Welch, 2011).

Internal communication should be managed by the company managers as it enables them to convey their desired message, as well as control, engage and improve employee knowledge towards their visions and goals (Welch, 2011). Even though the managerial attempt to engage in internal communication is important, several other studies claim that all organisation members need to partake and engage in the internal communication for it to be effective and engaging (Morsing and Schultz 2006; Kotler, 2003; Kataria et al., 2013). To further enhance engagement, internal communication should recognise employee achievement and be costumed depending on the employee's knowledge and feelings (Welch, 2011). Moreover, well-functioning internal communication can strengthen engagement, which in turn is a vital element for positively affecting organisational innovation, effectiveness, and competitiveness (MacLeod and Clarke, 2009; Welch 2011). MacLeod and Clarke (2009) and Singh (2013) further cite poor communication as a cause of disengagement, the transmission of incorrect information, misunderstandings, rumours and increased conflicts.

As mentioned, it becomes increasingly more common that companies work towards different sustainability goals, and Perrigo Nordic is one of those companies. To increase the possibility of engaging employees to work towards the sustainability goal, and thereby the achievement of it, the goal needs to be clearly communicated and defined (Latham, 2004). A communicated specific, understandable and achievable, but at the same time challenging goal, can lead to a higher level of employee satisfaction, motivation and performance (ibid). Further, sustainability in itself can enhance engagement as it provides a sense of pride (Wharton University, 2016). Therefore, if managers actively communicate and update regarding their work towards their sustainability goals, it can increase the employees' commitment, will and satisfaction, which in turn can lead to a higher degree employee performance (Löhman & Steinholz, 2004). Thus, companies that succeed in merging people's values with what benefits the company and society will be benefited by a dedicated workforce that is proud to contribute to positive changes in society (Wharton University, 2016).

In addition to the mentioned practical contributions that follow from a well-functioning and engaging communication regarding sustainability goals such as organisational knowledge, pride, performance, innovation, effectiveness and competitiveness, the research of this thesis also aims to provide theoretical contributions. As previously explained, sustainability is complex and presents many challenges for companies, which leaves room and need for further research to contribute to increased knowledge and understanding of how companies can work with it practically as well as to complement the academic field (Genç, 2017). Regarding previous research and the theoretical contributions of this thesis, there is currently a limited insight in employee's opinions on internal sustainability-related communication, since most of the previous studies have focused on the external communication regarding sustainability (Kataria et al., 2013). It is thereby of value to increase sustainability-related studies to employees since they are the ones who carry out the sustainability activities within the organisation, which is something that this thesis aims to contribute to. Furthermore, this thesis' focus on goal setting is what differentiates from existing research. In essence, this study aspires to make a contribution to existing research and reduce the gap in the literature by researching how internal communication can be used to increase employees' engagement to a sustainability goal. This unexplored connection between internal sustainability communication and effective goal setting, and its following effect on employee engagement hopes to create interest for similar future studies.

1.3 Purpose and Research question

The purpose of this thesis is to increase knowledge of how internal communication can be used as a tool to engage and motivate Perrigo Nordic's employees towards one of their corporate sustainability goals. Therefore, to fulfil the purpose of this thesis, the following research question has been composed:

How can internal communication engage and motivate employees to work towards Perrigo Nordic's 'No-plastic transport packaging' goal?

1.4 Delimitation

The authors of the thesis assume that the set sustainability goal 'No-plastic transport packaging' is of relevance for the company and the environment, and will therefore not scrutinise the goal itself. Since the goal is focused on the environmental part of sustainability and corporate social responsibility, the study will not concern the two remaining parts of sustainability and CSR. Additionally, the focus will be on how internal communication affects engagement and motivation towards the goal and not focus on how well the goal is fulfilled.

2 Theoretical framework

The second chapter presents previous research and theories within the fields of internal communication, sustainability, engagement, motivation and goalsetting. The chapter concludes with an analytical model that shows how the various theories are interconnected.

The structure of the theoretical framework is divided after each factor mentioned in the research question and the purpose of this thesis. Thus, internal communication, sustainability, engagement, motivation and goals. To explain internal communication, Shannon's (1948) classical theory and model will be explained in the first subchapter of this theoretical framework. Additionally, Shannon's (1948) theory will be complemented with more modern theories. Thereafter, the theory by Morsing and Schultz (2006) will explain internal sustainability communication, and following, an article by Wharton University (2016) will explain how sustainability could enhance motivation. An article by Welch (2011) will discuss employee engagement and how internal communication should be used as a tool to enhance employees' engagement. To further illustrate how internal communication, sustainability and employee engagement and motivation is connected, a study made by Kataria et al. (2013) will be used. Lastly, a theory regarding goal setting will be explained to highlight the impact of how goal setting can be used as an employee motivator.

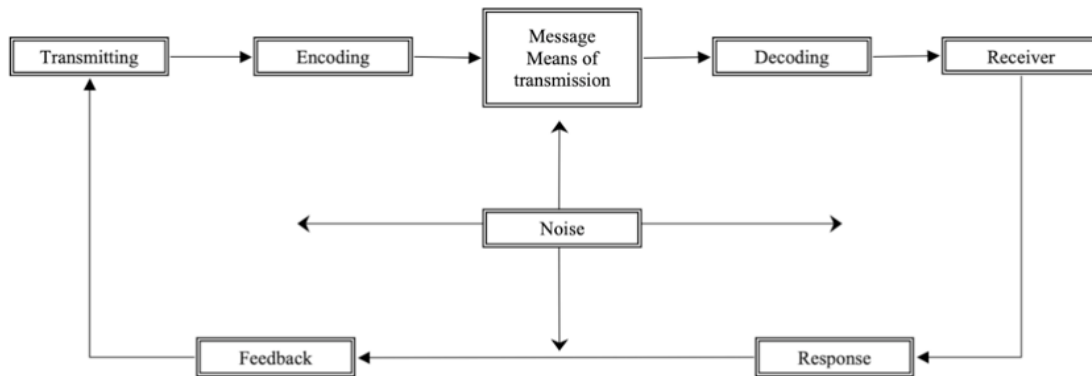
2.1 Internal communication

2.1.1 Classical communication process

There are many different definitions of communication, but words and phrases that they have in common are transferring, interaction and sharing with others. Genç (2017, p. 512) describes that "communication involves the transmission of ideas, thoughts or feelings by the transmitter to the receiver through verbal or non-verbal means." The purpose of communication is multiple, but the overarching purpose is to influence the receiver's thoughts, feelings or even behaviours through the communication. Internal communication, regardless of the size of the organisation, is essential for success. The communication process is fundamental as it enables the transfer of information, creates an understanding with the employees which, in turn, can engage and motivate the staff (Genç, 2017). Shannon developed a theory in 1948 to explain the various steps in a communication process, which has become an important addition to several subsequent communication theories. Heide et al. (2012) and Kotler (2003) have, in turn, studied the process further and divided it into the following parts: transmitter, channel, message and receiver. As shown in figure 1, the process starts with the transmitter, which encodes a message and sends it through a channel. The message then flows through the channel and reaches the receiver who

decodes the message. The channel enables response and feedback which the transmitter can then react to (Kotler, 2003).

Figure 1: *The employee engagement concept and internal corporate communication: a conceptual model* (Kotler, 2003).



2.1.1.1 Transmitter. The starting point in the communication process is an information source which creates a message with the purpose to be communicated to the responding unit. In order for the internal communication to be successful, it is necessary that the information can flow both in a top-down, and bottom-up direction, and that the employees can interact with each other and influence one another. Because of that, internal communication is most effective when it is a two-way communication (Genç, 2017; Cornelissen, 2011).

Genç (2017) refers to a study that examined how the approximately 900 participating organisations' communication strategies, structures and processes were developed and maintained, which shows a relationship between communication and employee productivity. Furthermore, the study shows that successful companies have channels for bottom-up communication and listen to their employees' opinions, ideas and thoughts. Also, successful companies are good at 'top-down' in understanding how to provide employees with the information they need in a way that is tailored to them, as well as achieving "better understanding of organisational goals" (Sanchez, 1999, para. 15).

2.1.1.2 Channel. Channels are used to transmit a message from the transmitter to the receiver. The channel of communication is the infrastructure that receives information from the transmitter through to the decoder and receiver (Shannon, 1948). There are different types of channels available for communication within a company, for example meeting people in person or via a digital medium (Shannon, 1948; Kotler, 2003).

A skilled communicator selects and maximises the use of the channel most appropriate to achieve the desired effect. The channel that employees tend to prefer is face-to-face, as it becomes

more personal but also more effective as feedback can be provided directly (Tourish & Hargie, 1993; Westmyer et al., 1998). Furthermore, channels that are inferior at conveying rich information are better suited to less complex information because they are more efficient at that type of information transfer (Westmyer et al., 1998). For example, email is an effective way of informing internally, but informing is not equal to communication (White et al. 2010).

Informal and formal communication is distinguished, where formal communication refers to communication that is planned and required by the organisation. Informal communication is the communication that occurs between employees outside the formal communication and is unplanned, such as conversation during lunch or at the coffee machine. Informal communication is said to be more valuable and interactive compared to formal communication (Kraut et al., 1990). The disadvantage of informal communication is that it can spread false rumours (Jacobsen & Thorsvik, 2014).

2.1.1.3 Message. The message is the information that is intended to be transmitted from the transmitter to the receiver. To reach the goal of communication, the target group needs to see a uniform picture with a clear message through channels that can express it (Lesley, 2004). In contrast to Shannon's (1948) mathematical explanation for coding and decoding, Kotler (2003) explains it as follows: In order for the receiver to be able to understand the transmitters message correctly, it is necessary that the transmitter can encode the message in a way that the receiver can decode, understand and absorb.

Further, the message needs to be sent through a channel which allows feedback. In addition to this, there are also a number of factors that affect communication efficiency; the transmitters influence on the receiver, how well the information in the message matches the receiver values and perceptions, if the receiver considers the transmitter to possess expertise and credibility. The receiver is more likely to accept information in the message if the transmitter comes from a socially accepted group according to the receiver (Kotler, 2003).

2.1.1.4 Receiver. The final step in the communication process can be described as the destination to which the original message is intended (Shannon, 1948). For internal communication to work, an appropriate message must reach employees in useful and appropriate formats that the receiver understands (Welch, 2012). If employees feel that such communication is misguided, the communication process may instead inadvertently damage the relationship between employees and management (ibid). Genç (2017) further adds that to have a functioning communication process, those sending the message need to know how to use different communication tools to effectively reach the receiver. They also need to keep in mind how the receiver receives the message in order for it to have the desired effect (ibid). For these reasons, the

transmitter has an important role in interpreting and then adapting the message to the receiver (Heide et al., 2012).

2.2 Sustainability

2.2.1 Three CSR communication strategies

As mentioned in the background, a well-functioning internal communication regarding sustainability is vital since the subject is often complex (Genç, 2017). The theory by Morsings and Schultz (2006) and their three corporate social responsibility (CSR) communication strategies discusses the matter of sustainability communication. According to Morsings and Schultz (2006), a company can communicate their sustainability efforts in three ways, depending on how companies engage strategically in sustainability communication with their stakeholders and how the stakeholders respond to this communication. These three ways, or three strategies, are called the *stakeholder information strategy*, the *stakeholder response strategy* and the *stakeholder involvement strategy*. When creating these strategies Morsing and Schultz (2006) wanted to increase knowledge of how managers of a company can increase awareness towards themselves and their stakeholders through a communication process. To be able to do so, they argued that Gioia and Chittipeddi's (1991) theory about sensemaking and sense-giving is necessary (Morsing & Schultz, 2006).

Gioia and Chittipeddi (1991) claimed that managers and other members of the organisation need to understand the information communicated so that it 'makes sense', which is done when they read the communication, while they are in conversation and while they exchange ideas with each other (Nijhof, Fisscher & Honders, 2006). They thereby imply that no member of an organisation makes sense without interaction with others, and the extent of which an organisation creates sensemaking among their members will influence the organisation's ability to enact productively (Gioia & Chittipeddi, 1991). The sensemaking part of the process is when an individual tries to understand the will of others and ascribe meaning to it, while sense-giving is the managerial attempt to facilitate sensemaking in organisations or the employees' attempts to give sense back to managers through the feedback of their thoughts (ibid). Morsing and Schultz (2006) claim that managers and stakeholders might more strongly contribute to and support a company's sustainability activities if they engage in the exchange of sensemaking and sense-giving since it increases awareness of common expectations.

Based on the theory by Gioia and Chittipeddi (1991), and the information model, two-way asymmetrical model and two-way symmetrical model by Grunig and Hunt's (1984), Morsing and Schultz's (2006) defined their three CSR communication strategies. A summarising table can be

seen in appendix 4. Communication in the *stakeholder information strategy* is always one-way (Morsing & Schultz, 2006). In this strategy, the top management is convinced that they are doing the right thing, and thereby simply need to inform the company's stakeholders about their good intentions (ibid). This strategy is based on the belief that the way stakeholders can be influential is by either giving support or by showing resistance (Smith 2003). Consequently, the strategic task is to assure that the company's CSR actions and decisions are adequately communicated to the stakeholders and make sure that the message is mediated in an appealing way. The concept message should be well-designed, which can be managed, for example, by explaining how the company's sustainability initiatives are connected to the core business and how it can benefit the company (Van Riel, 1995).

In the *stakeholder response strategy*, based on Grunig and Hunt's (1984) two-way asymmetric communication model, communication flows back and forth from the stakeholders. While Grunig and Hunt (1984) describe this model as a two-way method, Morsing and Shultz (2006) disagree and stress that this communication model is still rather transmitter oriented as the company does not change based on the feedback given by the receivers. Instead, the company tries to change receivers' behaviour and attitudes (ibid). The typical role of the communication department is to create surveys to understand how the company can improve its CSR initiatives (ibid). The aim of the communication is to find out what the stakeholders might tolerate and accept (ibid). With these attempts to make sense of the stakeholders' opinions towards the company's CSR efforts, Morsing and Shultz (2006) claim that the company risks receiving only its own voice reflected since the company only asks for feedback through a survey that might solely invite the answers that the company wants to hear. Thus, Morsing and Shultz (2006) claim that what seems to be a two-way communication strategy, actually is one-way.

In contrast to the stakeholder response strategy, the companies practising the *stakeholder involvement strategy* hold a dialogue with the stakeholders, where both the company and its stakeholders attempt to persuade the other to change (Morsing & Shultz, 2006). This strategy agrees with the previously mentioned strategies that it is necessary to spread information and conduct surveys, but it also stresses that this is not enough (ibid). The company's ambition in the stakeholder involvement strategy, and in Grunig and Hunt's (1984) symmetric communication model, is both to influence and to be influenced by its stakeholders through an involving process of sensemaking and sense-giving (ibid). With this ambition, the company hopes to remain updated about its stakeholders' expectations and of its possible influence on them (ibid). Also, the company listens to feedback, invites negotiations and allows its stakeholders' expectations and concerns to influence and change the company's CSR efforts (ibid). In order for this strategy to be

useful, it assumes that both the company and its stakeholders are willing to change, and the main communication task is thereby to ensure a two-way dialogue of agreement and mutual understanding (ibid).

Morsing and Shultz (2006) conclude by stressing that the complexity of the relationship between the transmitter and the receiver of CSR communication is often overlooked. Therefore, they claim that a one-way communication of CSR efforts is not sufficient and that it is necessary for companies to create an improved two-way communication process of sensemaking and sense-giving when conveying messages regarding CSR (ibid).

2.2.2 Sustainability to enhance engagement and motivation

Sustainability can motivate and engage employees by striving together at the company towards a higher goal (Löhman & Steinholz, 2004). The companies that manage to weave people's personal values with what benefits the company and also society, can be promoted by a workforce that is proud to contribute to positive change in society by working at the specific company (Wharton University, 2016). In return, the company gains a highly engaged and productive workforce (ibid). Further, employees who consider that their employers highly value responsibility show a positive attitude and commitment towards the company they work for (Peterson, 2004). Esty and Simmons (2011) reason that it can be assumed that companies that find a way to use their sustainability ambition to develop and engage all employees will be even more successful and it is of great importance to include all employees at the various positions in the development.

With a well-functioning internal sustainability communication, employees are motivated to create value in the organisation instead of 'just' being an employee (Singh, 2013). This can be done by actively reducing the knowledge gaps between the levels in the organisational hierarchy and in turn, this requires clear communication between all levels of the company (ibid). In the article by Wharton University (2016), it is stated that in order to create a 'can do it' belief regarding the sustainability among the employees, it is necessary to invest in education about the subject in the workplace. By involving the employees in the creation of new sustainable systems and processes, it is easier to integrate sustainability into their everyday work. One way to achieve this is to act on the initiative of the employees, which requires a well-functioning two-way communication (ibid; Genç, 2017). Another important part of motivating and engaging employees for sustainability is that management communicates successful, measurable results and celebrates success when goals have been achieved or awards have been won (Wharton University, 2016).

2.3 Engagement and motivation

2.3.1 Internal communication to enhance employee engagement

Welch (2011) wrote her article with the hope to clarify the term employee engagement and its connection to internal communication. She describes the previous usage of the term employee engagement as foggy and often confused and overlapped with organisational commitment (ibid). Welch (2011) further claims that internal communication can facilitate employee engagement and that it thereby is essential for corporate communicators to understand the nature of engagement as it is more complex and requires more costumed internal communication than what many believe. After careful observation of previous studies where many different definitions are mentioned, she agrees with Kahn (1990) and concludes that engagement can be seen as both a state of mind and an attitude, while commitment is characterised as a state only (Allen & Meyer, 1996). An employee's commitment affects both his or her relationship with the company and his or her decision to continue or discontinue working at the company (ibid). In contrast, engagement, which is seen as "an antecedent, a facet or a variable component of commitment" (Welch, 2011, p 337), is more complex and affects employee's role performance. Welch's more extensive definition of engagement can be seen at the beginning of this thesis.

Welch (2011) further describes how engagement can be enhanced, and what that might bring, through what is said in previous research. According to Bindl and Parker (2010), internal communication is a tool that can both convey values of the organisation and involve employees with its goals, which result in a higher level of employee engagement and thereby employee performance. Further, Pugh and Dietz (2008) claim that leadership engagement and communication can create employee engagement and consequently, organisational effectiveness. In driving engagement, both top management, as well as team leaders, must have well-functioning internal communication abilities (Wiley, Kowske & Herman, 2010; MacLeod & Clarke, 2009). MacLeod and Clarke (2009) stress that employees need clear communication from senior management so that they can understand how their own roles fit with the leadership vision. Mentioned types of internal communication that can enhance engagement are internally published recognitions of employee achievements and adequate resources such as courses and training (Rhoades, Eisenberger & Armeli, 2001; Salanova, Agut & Peiro, 2005).

To further explain the relationship between employee engagement and internal communication, Welch (2011) created a model which aims to describe the possible impact of internal communication on employee engagement.

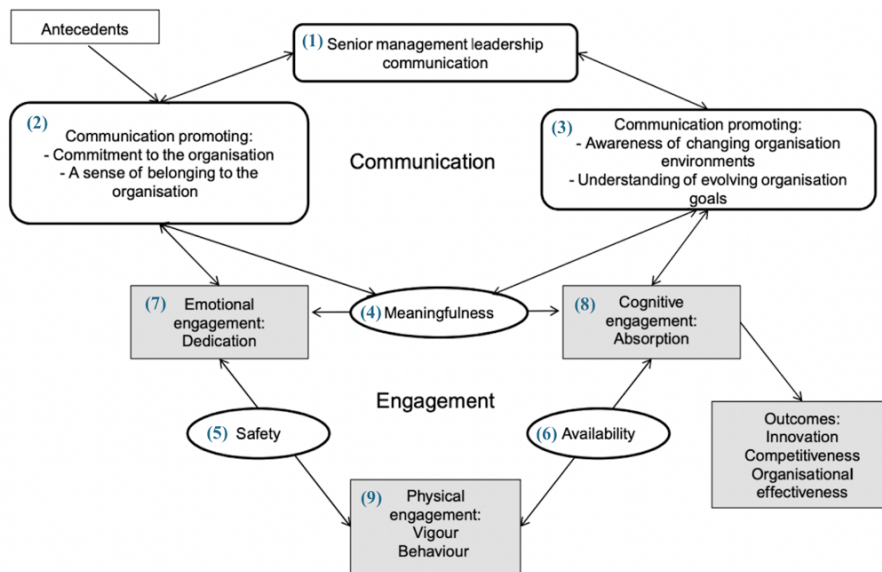


Figure 2: *The employee engagement concept and internal corporate communication: a conceptual model* (Welch, 2011).

As mentioned, commitment and engagement are associated with each other and are influenced by leadership communication (1). This can be seen in the model as the internal communication can promote antecedent engagement variables, such as employee commitment to the organisation and a sense of belonging (2), and outcomes of communication engagement such as awareness of organisational change and understanding of organisational goals (3) (Welch, 2011). Awareness and understanding of the organisational environment are key drivers of employee engagement as they facilitate employees' involvement towards the achievement of organisational goals and internalisation of organisational values. As previously mentioned, it is also important for leaders in the enhancement of employee engagement to communicate their vision so that employees can make sense of their own roles, and be convinced of that vision (MacLeod & Clarke, 2009; Welch & Jackson, 2007). Communication that creates commitment, a sense of belonging, awareness and understanding also gives employees a feeling of meaningfulness (4), which is one of Kahn's (1990, p. 692) "three psychological conditions for engagement", that is integrated into the model.

Kahn (1990) found that employees' engagement and consequently, their role performance varies according to their sense of meaningfulness (4), safety (5) and availability (6). Psychological meaningfulness can be seen as when employees feel that they are receiving positive emotional, physical and cognitive returns on their investments (ibid). Moreover, when they feel valuable, useful and when they feel that they are not taken for granted and can make a difference for the organisation (ibid). Employees also feel meaningfulness when they are challenged, and thereby sense lack of meaningfulness when little is expected from them (ibid). Psychological safety (5) is an employees' feeling of being able to engage in their job without fear of suffering from negative

consequences to his or her career, self-image or status (ibid). Leaders can enhance employees' sense of safety by showing support and trust (ibid). An employee has a sense of psychological availability (6) when they have emotional, psychological and physical resources that they need to engage in their work, for example, if they feel that they are given the physical resources that they need to perform, if they feel confident that they can perform or if they do not feel preoccupied (ibid).

Welch (2011) implemented additional research by Kahn (1990) into her model which claims that engagement has three compromising dimensions: emotional (7), cognitive (8) and physical (9), which affect employee performance. To further explain these Schaufeli, Salanova, Gonzalez-Roma and Bakker's (2002) associating terms: dedication (7), vigour (9) and absorption (8) is integrated into the model, where dedication is associated to emotional engagement, absorption to cognitive engagement and vigour to physical engagement. They describe dedication as a strong sense of involvement and as a sensation of inspiration, pride, challenge, enthusiasm and significance (ibid). Vigour is connected to high energy, willingness to invest in the work, mental resilience and persistence even when tasks are difficult and when things go wrong (ibid). Lastly, absorption is shown when employees fully concentrate while working so that they feel that time quickly passes and that they find it difficult to detach themselves from work.

Welch (2011) identifies organisational outcomes of employee engagement as competitiveness, effectiveness and innovation, all promoted by the vital leadership tool: effective internal communication. Lastly, Welch (2011) encourages communicators to custom internal communication after the employee's communication needs and varying levels of engagement. She illustrates examples by explaining that employees that are "... highly emotionally engaged may have a greater need for information to validate an ongoing sense of belonging to the organisation," (Welch, 2011, p. 341) while "... employees with high cognitive engagement may value access to detailed material to facilitate their understanding of, and contributions to organisational goals." (Welch, 2011, p. 341).

2.4 Internal communication, Sustainability and engagement

An empirical study in the manufacturing industry in India explores how to use internal communication to engage in sustainability. The main findings of the study are that informal meetings are the best channel for idea-sharing, and that a well-defined message could encourage the employees to sustainability initiatives (Kataria et al., 2013).

The authors emphasise that employees are a key stakeholder group (ibid). The reason behind that is that employees are the ones who in practice, implement the sustainability-related

initiatives (Collier & Esteban, 2007). Another reason behind employees being a vital stakeholder is that the implementation of sustainability depends on their capability and commitment of them (Westmeyer, 1998). They are also considered to be a trustworthy source of information for other stakeholders who are interested in the internal sustainability activities and could, therefore, reinforce or weaken the reputation of the company they work for (Dawkins, 2005).

A cornerstone in managing sustainability in organisations is effective internal communication since it requires collective efforts from the whole company, from the top management down throughout the whole organisation (Kataria et al., 2013). The channel used to communicate has an impact, as well as the message coming through the channel. The preferred channel for sustainability communication shown from the study by Kataria et al. (2013) is face-to-face since it allows direct feedback and observing the non-verbal communication. Compared to email, meetings allow discussion and are seen as an effective way of handling sustainability-related issues (ibid). Between formal and informal face-to-face meetings, informal meetings were most desired (ibid). They also expressed a wish to get more concrete and specific information about how they can be more sustainable in their jobs (ibid). Kataria (et al., 2013) suggests in line with Welch (2011) that it could be valuable to customise messages to different groups in the organisation, in order for the employees to be able to integrate sustainability in their daily work. To create sustainability in an organisation, there is a need to address individual responsibility (Muster & Schrader, 2011). For the message to reach the employee, it should be phrased in a straightforward, easy and understandable format. For this reason, along with allocating responsibilities, time and resources so that they can integrate sustainability into their work, employees felt the need for a separate sustainability manager for each department (Kataria et al., 2013). Another measure management can take is to emphasise the cost-benefits coming from sustainability work since people tend to prioritise financial activities over environmental or social-related activities (ibid).

The conclusions drawn from the study is based on the fact that it is crucial for all companies to engage their employees in sustainability initiatives to use sustainability as a competitive advantage and maximise value. To be able to engage and motivate all the employees in sustainability, the study recommends adapting messages to different groups of employees. More precisely, it is important to explicitly communicate what different types of employees can do for sustainability. If you want to harness the potential knowledge of the employees, internal communication must allow feedback throughout the organisation. To accomplish all this, it may be essential to appoint a sustainability manager in each department. (Kataria et al., 2013).

2.5 Goal setting

2.5.1 Goal and motivation

Latham (2004) writes about goal setting theory and how it affects motivation in his article *The Motivational Benefits of Goal-Setting*. It highlights how important it is to communicate a clear, easily understandable, challenging, but at the same time, achievable company goal to motivate employees to work towards the goal (ibid). The article describes the application of goal setting theory on an American Pulpwood Association (ibid).

According to Latham (2004), a specific and clearly defined hard goal, compared to a vague goal or specific easy goals, helps to improve performance. By setting a specific hard goal, one can create purpose, challenge, and meaning into what previously had been perceived as a tedious and physically tiresome task (ibid). Until the goal is reached or exceeded, the satisfaction of the performance increases, and on the contrary, to the extent that they are performing under the target, the satisfaction decreases (ibid). This means that employees who are committed to achieving high goals are likely to be high performers as they do not settle for less (ibid). Latham (2004) further claims that the psychological effects of setting and later on achieve the goal are pride in achievement, enhanced task interest and an increased sense of personal efficiency. The difference in outcome depending on whether there is a specific hard goal and merely encouraging employees to 'do their best', is that the latter is too vague and abstract (ibid).

In his article, Latham (2004) describes four reasons to why goal setting is effective. The first one is the meaning of committing to the goal, where the person chooses to focus their attention on goal-relevant activities and away from goal-irrelevant activities (ibid). The second reason is that goals energise people, and the third reason is that goal setting influences persistence and enhances effort (ibid). Tight deadlines lead to a more rapid work pace than loose deadlines (ibid). The last reason for goal setting to be effective is that it motivates people to use their knowledge to achieve the goal or to gather and learn what is needed to do so (ibid).

Further, Latham (2004) claims that to make the goal effective at a company, it requires five conditions. The first condition is that the person who is to accomplish the goal must have the knowledge and ability to achieve the goal. (ibid). When urging employees who lack the knowledge to attain an outcome goal, can sometimes make the employees so eager to succeed that they reach for strategies in an unsystematic way and fail to learn what is effective (ibid).

The second mentioned condition by Latham (2004) is that the employee must be committed to the goal. Commitment is more likely if the employee finds the goal achievable and if the result of the goal is of importance to the employee (ibid). The third condition is to give

feedback regarding the progress towards the goal, as feedback allows employees to reflect on their performance and adjust the strategy and direction to be able to reach the goal (ibid). The fourth condition mentioned by Latham (2004) is that setting a specific hard goal, where routines to reach the goal are not yet automatised can reduce the positive effects of goal setting. One solution to this is training, another one is to set a learning goal rather than an outcome goal, and a third solution would be to set sub-goals (ibid). Sub-goals provide information on how well one is performing in relation to the long-term goal (ibid). Further, Latham's (2004) study on the American logging company showed that the combination of sub-goals and long-term outcome goal gave the most significant impact on employee motivation. It is based on the fact that in dynamic situations, one actively seeks feedback and changes one's strategy or behaviour accordingly (ibid). Lastly, Latham (2004) stresses that different situations may affect how well the goal is met. The leader's role is to ensure that the resources needed to achieve the goal are at hand and to remove necessary obstacles which are in the way of that (ibid).

The aftermath of Latham's (2004) study was several experiments concerning goal setting. These showed that when there are two or more goals, a conflict regarding the lack of employee contribution may occur, resulting in both goals suffering (ibid). One can pursue more than one goal at the time effectively if they are prioritised. In the end, all theories have down-sides, including this one (ibid). One may be less helpful towards others in order to reach the goal themselves or prioritise quantity before quality, and employees could be tempted to alter the figures or set easy goals that appear to be difficult to their managers (ibid).

2.6 Analytical framework



Figure 3: Model of analysis

An analytical model has been designed to answer the research question and analyse the empirical data. How the main theories are linked to the different parts of the thesis and complementary to each other is presented.

First, Shannon's (1948) theory about communication is solely about communication. It is used to gain an understanding of the communication process and its different parts and functions. Since all of the theories in some way include communication, internal communication serves as a starting point in the model above.

Morsing and Shultz (2006) further investigates how to communicate internally regarding CSR and is thereby a natural bridge between internal communication and sustainability in the model. In their theory, Morsing and Shultz (2006) claim that an improved two-way communication process that enables feedback is needed when conveying messages regarding corporate sustainability since the subject is often complex. A process where those transmitting and receiving the communication creates and gives sense to each other is vital (ibid). Further, the article from Wharton University (2016) investigates how sustainability itself can motivate and engage employees. It processes relevant information about how working with sustainability leads to a motivated workforce and how to promote engagement with the help of sustainability, but also with the help of goals. For this reason, Wharton University lies between sustainability and engagement and motivation in the model.

Welch's (2011) theory contains extensive research regarding engagement and how it can be enhanced through internal communication. Therefore, Welch theory lies between those two factors in the model. Welch (2011) claims, like Morsing and Shultz (2006), that employees need to receive improved internal communication and facilitate sensemaking. According to Welch (2011), this improved communication needs to be costumed depending on the employees' level or type of engagement in their job.

Kataria et al. (2013), is substantial and can be connected to all the theories mentioned above. This article is used to connect the various theories and explain the link between them. Thus, Kataria et al. (2013, p. 47) studies "why it is significant to extend sustainability related studies to employees and how internal communication may help in engaging all employees in an organisation's sustainability related initiatives".

Latham's (2004) article on how goals motivate employees contains material on how the goal should be structured and how to communicate about the goal. This article is separated from the above-mentioned theories in the theory structure since Latham's article is what distinguishes this thesis from previous research included in the model. However, one common denominator is the importance of a clear and well-defined message.

3 Method

This chapter presents and motivates the study's methodology and research approach, Subsequently, the selection of case company, the company goal and interview respondents are presented. Following, the study's data collection and its processing and analysis of materials are described. Furthermore, quality assessment and ethical considerations are problematised.

3.1 The design and content of the study

According to Patel and Davidson (2011), the choice of method should be based on the study's research question, which in this case is '*How can internal communication engage and motivate employees to work towards Perrigo Nordic's sustainability goal?*'. The aim of the study is to interpret and understand the problem, the respondents' experiences and find underlying patterns. Therefore, the qualitative approach is to be favoured. The primary data gathering of the study will be made through qualitative interviews to be able to detect, identify perceptions, opinions and characteristics that are relevant for the research questions. The qualitative approach is also preferred when examining text material, for example, when analysing the results of interviews (ibid). Due to the current pandemic, it was not possible to hold physical meetings, which can be seen as a downside. However, with the hope to still achieve most of the positive outcomes from holding physical interviews, almost all interviews were held through digital video-meetings. A disadvantage of a qualitative approach is the limited amount of participants. To reduce that disadvantage, a supplementary quantitative data gathering in the form of a question poll has been conducted to investigate the internal communication throughout the organisation. The advantage of a quantitative approach is that the number of participants can be greater, and that one can clearly see the connection, distribution and variation of the answers. The question poll consists of multiple-choice questions and has been distributed digitally. The downside of the quantitative approach is the limitation of information received from the participants, which is hoped to be avoided with the help of the qualitative interviews (Bryman and Bell, 2013).

A deductive approach was primarily used, which means that the theoretical starting point of this study formed the basis for the empirical data collection, as well as the analysis of that data (Bryman and Bell, 2013). However, the theoretical framework and empirical study have had a commuting relationship throughout the thesis and a case company have been studied, which advocates that an abductive approach has been used as well (Alvesson and Sköldbberg, 2017). Thus, the abductive approach combines the inductive approach, which is based on observations, with the deductive approach and uses a specific case to find patterns and results (Bryman and Bell, 2013).

3.2 Selection of company and respondents

In the selection of companies, a targeted selection was used, which, according to Bryman and Bell (2013) is a non-probability sample. The selection was made according to which companies the authors consider to be relevant to the study, and that fulfilled certain requirements that were set before the selection was made. The requirements were that the company is leading or eminent in its industry and that the company actively works with sustainability through one or several sustainability goals. It is also important that the company communicate their sustainability goal(s) to their employees through various channels such as websites, emails, social media, meetings or annual reporting. The fact that the company is actively working towards one or several sustainability goals was essential for the purpose of the essay and for being able to answer the research question. Since the authors believe that it is the sustainability work within the company that is relevant to the thesis, regardless of which industry the company is in, this targeted selection is considered best suited for the purpose of the thesis. The thesis will be delimited to analyse one company and one goal. Although, it is hoped that the findings of this thesis will be of use for corporations working similar to Perrigo Nordic where the employees are located in different offices, since it focuses on internal communication and not any industry-specific activity.

From the selection mentioned, the authors of this thesis contacted about 50 companies through email to initiate a cooperation. However, in line with the selection, one company was more suiting, which in their turn saw the value of recognising their sustainability activities and how well their communication flows internally. By a mutual agreement between Perrigo Nordic and the authors of this report, it was decided that Perrigo Nordic became the case company. Further, their internal No-plastic transport packaging goal, aiming to reduce all plastic in their transport packaging, became the chosen goal. Thus, the goal which internal communication was analysed and discussed. The study of Perrigo Nordic's communication regarding their goal was crucial to fulfil the purpose of this thesis.

A further selection of respondents at Perrigo Nordic was made with the desire to reach several different levels within the organisation in order to be able to analyse the company's internal communication and whether it motivates and engages the employees towards the goal. The authors' main contact at Perrigo Nordic, also the one responsible for the coordination of the company's sustainability goals, helped with what organisation members to interview. It resulted in 14 interviews with 12 organisation members from Sweden, one organisation member from Norway and one from Finland. The fact that this person could help find relevant employees at different levels of the organisation was beneficial since the authors of this thesis do not have good

knowledge of the organisational structure. On the other hand, there is a risk that this selection is biased, where the chosen interviewees have better knowledge regarding the goal than what the rest of the organisation has. The question poll is hoped to reduce that risk, as there are a higher number of participants and thereby more correctly represented answers.

3.3 Data collection

3.3.1 Empirical data

The empirical data was collected through qualitative interviews with three employees responsible for the goal and the communication of the goal, called transmitters throughout this thesis, and with 11 employees who receives the communication regarding the goal, and thereby called receivers throughout the thesis. The interviews were held between April 23rd and May 6th and lasted between 30 to 45 minutes. The empirical data was also collected through a complementary question poll sent out to all 120 employees working at Perrigo Nordic, resulting in 61 answers. In this thesis, those partaking in the question poll will be referred to as respondents. The questions in the interview guides and the question poll were designed according to the research question and the theoretical framework. The interview-questions were divided into two interview guides, one for the transmitters of the communication, and one for the receivers of the communication. However, the questions in the two different interview guides were similar, in order to see connections between what is communicated, and what is interpreted by that communication.

Theories, in combination with the background of the company, formed the basis of the content of the questions. Concerning the interviews, the questions were open and could be freely interpreted by the respondent to avoid biased answers. However, the questions required more than a “yes” or “no” response. The questions regarding the interviewees level of engagement, which can be seen as question 24 in appendix 1 and question 28 in appendix 2, were taken directly from Schaufeli et al’s. (2002) article and interviewee questionnaire to facilitate the analysis and enhance the possibility of finding connections and disconnections between their theory and the result of this thesis. The supplementary questions one and two concerns the sense of vigour, the supplementary questions three and four concerns the sense of dedication, and the supplementary questions five and six concerns the sense of absorption. In opposite to the rest of the interview questions, the questions regarding level of engagement only allowed multiple choice answers and were thereby more quantitative, where the interviewees could answer if they ‘agree’, ‘somewhat agree’, ‘somewhat disagree’, ‘disagree’ or ‘not relevant’ if they felt that they could not answer the question since they did not work towards the goal. For the overall interview questionnaires of this

thesis, however, the degree of structure in the interviews was semi-structured in order to allow the respondent to respond as comprehensively or concisely as they wish and the authors to ask supplementary questions. This to obtain a higher quality of the interviews and to obtain important data that otherwise could have been missed (Patel & Davidsson 2011). However, collecting qualitative empirical data was time-consuming.

For the question poll, the questions were structured in a multiple-choice manner, in order to distinguish patterns within the organisation more easily. Also here were the questions formed from the basis of theories and in combination with the background of the company. The participation in the question poll was digital and anonymous.

In addition to the empirical data collected from interviews and answers from the question poll by employees at Perrigo Nordic, further information regarding the company and their No-plastic transport packaging goal were found through secondary company data from a Power Point and an environmental policy document used internally at Perrigo Nordic.

3.3.2 Literature review

The theoretical data that formed the basis of the study are textbooks, scientific articles and dissertations. The data was mainly searched through the Gothenburg's University search tool, the Google Scholar database and scientific journals. Also, the authors' supervisors made recommendations that resulted in contributions to the study's data. Relevant issues and theoretical frame of reference have been constructed through studies in the area's previous research. Understanding of the study's research area has also been strengthened by studies in the area's previous research. Since previous research regarding internal sustainability or CSR communication is rather unexplored, the theory connected to this factor had to be somewhat modified. Thus, in the article 'Three CSR communication strategies' by Morsings and Schultz (2006), the term stakeholder has been interpreted as merely employees since that is applicable to this study.

Keywords, which have also been combined with each other, have been: communication, internal communication, employees motivation, employees engagement, sustainability and sustainability goals.

3.4 Method to analyse collected data

To be able to identify a pattern and present a result, a data analysis is needed. The data that has been compiled, sorted and analysed was collected from the qualitative interviews and the quantitative question poll. The interviews were recorded and later on transcribed, to avoid missing significant findings during the interview (Bryman & Bell, 2017). The more time elapsing

between transcribing and analysis, the more problematic it becomes to have a living relationship with the collected material (Patel & Davidson, 2011). For this reason, the authors of the study began the analysis of the transcribed data in direct succession.

In order to investigate the transcribed material, the data was divided according to the analytical framework, which facilitated the analysis process. The question poll was sent out digitally and designed in a manner so that the result from each question could be shown directly in a diagram. The collected data has after that been sorted, both by identifying the parts which are meaningful for the result and analysis and also by deciding what parts that could be excluded, as recommended by Fejes and Thornberg (2015). Conflicting and common answers have been acknowledged, and after that, compared with the chosen theoretical models. In line with Bryman and Bell (2017), the theoretical models have been used to highlight findings in the primary data that either match or differ from what the models claim.

3.5 Ethical principles

According to Vetenskapsrådet (2002), there are four main requirements that the research needs to follow to protect the interview or question poll participants. These requirements regard information, consent, confidentiality and usage (ibid). In line with these four requirements, the authors informed the participants of the research aim and the conditions that apply to their participation. The participation was voluntary and anonymous for all participants, and no one was asked to identify their gender or any similar information. Further, the consent of all interview participants was collected prior to the interviews, and they had the right to change the conditions if they wanted to. The interviewees were also informed that they had the right to cancel their participation at any time. The information provided before the interview included all details of the survey that could affect the participants' willingness to partake but also included what positive outcomes that the survey might bring. The interview participants were informed of where the research results will be published, and that the data collection will not be used for any other purpose than for research. Information about all participants will be kept confidential so that no unauthorised person could access it, and personal data from the interviews was deleted after the research was completed. No one under the age of 18 participated in either the interviews or the question poll.

3.6 Source criticism

A high level of validity and reliability is vital for the research to be truthful. The validity, which shows to what extent the results measure what they are supposed to measure, can be assessed by evaluating how well the result match previous studies and established theories of the

same concept (Nyberg & Tidström, 2012). To achieve high validity, it is essential that the authors have not let the research be affected by their interests (Nyberg & Tidström, 2012). The authors have taken this into account and tried to avoid it by reading a large amount of previous research to be sure that the theories chosen can be strengthened by further research. Also, the people interviewed, whom will have a strong knowledge of either the subject or the organisation, have received the interview questions and to be acquainted with key concepts prior to the interview so that they are well prepared.

The reliability is high when the same result can be achieved consistently by the same method and circumstances (Lekvall & Wahlbin 2001). In this qualitative research, high reliability is hard to achieve as the circumstances of each interview can vary, as pointed out by Lekvall and Wahlbin (2001). Therefore, the authors have strived to achieve consistent and clearly defined interviews where the questions have been objectively drafted and asked in a defined order. Additionally, recordings have been transcribed thoroughly.

To be source-critical, the authors have only used scientific articles and dissertations. When the authors searched for sources through the Gothenburg University search tool, peer-reviewed sources were prioritised. Additionally, secondary sources have been compared with the originating sources to avoid misinterpretations.

4 Result

The result chapter presents the compiled results of three interviews with transmitters of the communication, 11 interviews with receivers of the communication, as well as 61 answers from the question poll conducted with employees at Perrigo Nordic, referred to as respondents. In line with the structure of the theoretical framework, the chapter starts with a description of the internal communication at the company, followed by results from questions regarding sustainability, engagement and motivation, and lastly, goal setting, all connected to Perrigo Nordics sustainability goal 'No-plastic transport packaging'.

4.1 Internal communication

4.1.1 Communication channels

According to the interviewed transmitters, the channels currently used to communicate about the sustainability goal internally is email, their annual reports, their CSR-policy which is updated when something changes, a platform called Share Point where employees can find updated information and documents about the 'No-plastic transport packaging' goal, and the company's monthly Pan Nordic meetings. During these meetings, all employees from all offices partake, either physically or digitally. The interviewed transmitters agree that the most frequently used communication channel is email or presentations on the Pan Nordic meeting. During a one-and-a-half-year period, the goal has been presented two or three times at these meetings. In accordance with the most used channels, the transmitters think that the most effective or their preferred channels are email and the Pan Nordic meetings. Although, one of the interviewed transmitters believes that in presentations or in email, where the receiver is somewhat passive, there is a risk of not successfully engaging the employees to the extent that they wish. The same transmitter has noticed that not all employees have embraced the goal to the wished extent, and believes that it could be managed by communication through different channels 'step by step', starting with a more interactive communication forum, for example at the yearly summer conference where all members of Perrigo Nordic meet face-to-face. After that, they can continue using their usual channels, such as email, since it is easier as the organisation members work at offices in different countries. Otherwise, none of the interviewed transmitters can see any problems with their different communication channels.

The interviewed receivers of the communication agree with the transmitters that the most frequently used channels are mail and the Pan Nordic meeting. Some of the interviewed receivers claim that even though the most communication is presented through the Pan Nordic meeting; those presentations are held too rarely. They thereby wish to be more frequently updated, for example, that presentations regarding the goal are held at every Pan Nordic meeting, thus, once a month. Even though some feel that the communication through email is well functioning, all of the

receivers prefer the Pan Nordic meetings or similar over emails since all members participate and since it is much more inspiring and engaging. The interviewed receivers appreciate that information and updates about the goal are presented by engaged people who work with it daily. Somewhat different answers were given from those working at offices outside Sweden, where all wished to receive more communication. Half of them have only received information once through Perrigo Nordic's latest summer conference, and the other half have received information only through the Pan Nordic meeting, but feels that is a bit difficult to actively participate through the phone as the meeting is held in Sweden.

Five of the interviewed receivers feels that communication through email is problematic as they are often forgotten or unprioritised among the almost 100 other emails that many of them receive each day. Some of the interviewed receivers explained that the emails regarding the goal are often packed with information, and that it would be easier to have time to read and take in a few short bullet-points regarding the goal instead. Further, a platform where one can find collected information regarding the goal to read and give feedback to when time is available was requested. One suggestion was to make a newsletter with updated information regarding the goal and publish it on such a platform. The current platform Share Point was described as messy and in need of an update. Other suggestions or wishes were to hold more interactive meetings in smaller groups. Another example was to let either the business area manager or one of those working with the goal present updates once a month on the different business area meetings in order to enhance engagement. Different types of workshops or breakfast seminars were also given as suggestions. Two of the interviewed receivers mentioned that invitations to partake in seminars regarding the goal had been sent out, but since those seminars have been voluntary, other more urgent meetings and tasks had to be prioritised. Concluding, more frequent updates and more interactive communications channels were requested. The answers received from the question poll regarding engagement and communication channels can be seen in the following figure. Where face-to-face meetings are seen as the most engaging channel and Share point as the least engaging channel.

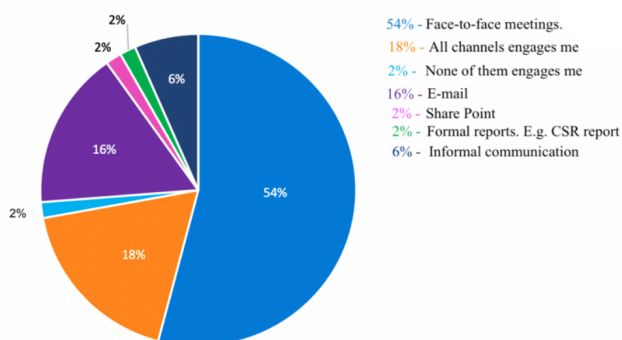


Figure 4: Which communication channel engages you the most

The view on whether there is informal communication about the goal at Perrigo is ambiguous. Two of three transmitters feel that it occurs, while almost half of the interviewed receivers do not experience any informal communication about the goal. The other half experienced that it primarily occurs at the packaging and supply department but not much anywhere else.

4.1.2 Communication paths

Six of the eleven receivers interviewed experience the internal communication about the sustainability goal as inadequate. It is addressed during the monthly Pan Nordic meetings, but not so much more beyond that. The results from the question poll show a similar result, where it is about 50 per cent who 'somewhat agree' and about 25 per cent who 'somewhat disagree' that the internal communication regarding the sustainability goal is well-functioning. Approximately 10 per cent disagreed entirely with the statement.

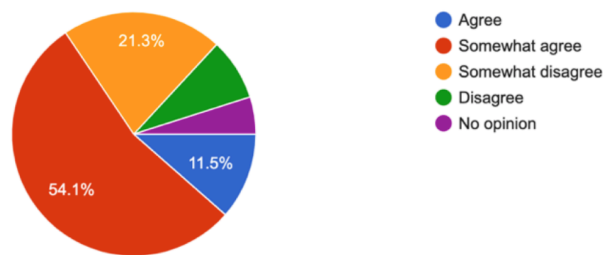


Figure 5: *The internal communication regarding the sustainability goal is well-functionin.*

Eight of the receiver interview candidates also feel that it is a one-way communication about the goal. This is relatively well in line with the transmitter's view. They also feel that there is a need to communicate it more internally, possibly through SharePoint, which they use as an internal platform. As mentioned, the communication paths that are currently used according to them are the Pan-Nordic meeting, a smaller CSR report and a Power-Point presentation that is mainly used for customers. Something that all transmitters agree on is that there occurs communication regarding accomplishments about the goal.

4.1.3 Adaptation of message

A clear majority of seven out of the 11 interview candidates who are receivers, feel that the information provided to them, regarding the 'No-plastic transport packaging' goal, is relevant. This is also in line with the transmitters' experience, who says that they believe that the information transmitted is clear and straightforward for everyone to comprehend.

There is an even division between the receivers on the issue of whether the sustainability goal is important and/or relevant in their work. Although, everyone except one feels that they do not receive enough instructions on what is expected of them in their role linked to the goal. One

replied that other colleagues working on new cosmetic products did not have the sustainability goal in the assessments and that this question was an 'eye-opener'. Another receiver said that receiving instructions would be appreciated. Many of those who responded that they did not have enough instructions also said that it could be because they did not work directly with the goal. The transmitters responded that those who work directly with the goal have instructions included in their job descriptions and that there is a consensus on what to do, but that others who are not involved in the project will not receive instructions. Furthermore, a little less than half of the interview participants believe that they can participate and contribute to results in the sustainability goal. Again, most of them respond that they cannot contribute because it is not relevant in their job role. Almost 75 per cent of the question poll respondents agrees with, or somewhat agrees with that they can help in the achievement of the sustainability goal.

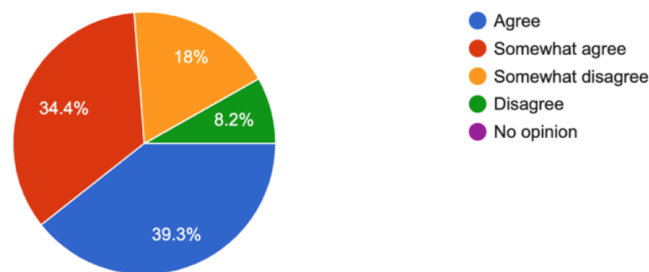


Figure 6: *I can help in the achievement of the sustainability goal*

Two of the interviewed receivers have clearly set goals linked to the sustainability goal and those goals are individual. The rest of the interview candidates have no clear individual or group goals linked to the goal. Again, many responded that they believed it was because it was not relevant in their job role. The transmitters are of a different opinion here, where two out of three responded that there are targets for those working in the project towards the goal.

4.1.4 Feedback

Many of the interviewed receivers were unable to answer the questions on feedback, as they did not work with the goal to a sufficient extent. Of the seven receivers who were able to respond, all said that feedback was of great importance in their work towards the sustainability goal. One of them talked about clarifying if everyone understood what they were working on and that positive feedback was very inspiring. Most of the receivers could not answer the questions if they received as much feedback as they wanted or if their achievements were noticed, for the same reason as above. Of those who were able to respond, there was an even distribution of three receivers between receiving no feedback and receiving as much as they wanted. The same people who responded that they received as much feedback as they wanted also said that their performance was noticed, and vice versa, those who responded that they did not receive feedback

also said that their performance was not noticed, because they had not performed within the goal. All of the transmitters said that they recognise performance.

When asked about what ways there are to give feedback to the person responsible for the ‘No-plastic transport packaging’ goal, there were widespread responses among the receivers interviewed. One person claimed not to be aware of who was responsible for the goal, but desired a meeting with 360-degree feedback, follow-ups and information describing what everyone can do to reach the goal. Three persons responded that they could provide feedback in a variety of ways, such as face-to-face, email or during formal meetings. The largest proportion, four persons, responded that they could give feedback face-to-face and, beyond that, some people responded that they could give feedback during a formal meeting or via email. Furthermore, everyone except one person who cannot answer, feels that there are opportunities to give feedback to the extent they wish. The question poll showed a similar result to the interviews, as shown below. This is also the opinion of the transmitters, whom all believe that the employees can provide feedback on the sustainability goal.

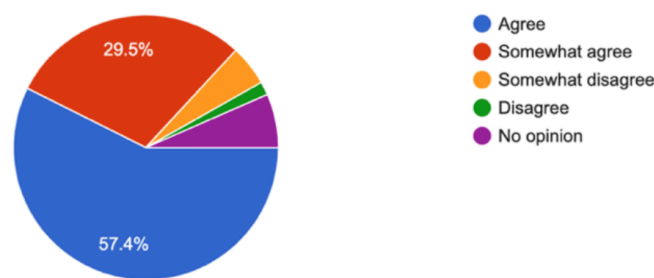


Figure 7: *I can communicate my opinion about the sustainability goal to the extent that I wish.*

However, only five of the receivers take advantage of the opportunity. The same person who expressed the desire for a ‘360-degree feedback meeting’ said that they do not have a feedback culture, while others have expressed the opposite, that it is a company where it is easy to express one’s opinions. The question poll showed another result, where only about 35 per cent stated that they do not take the available opportunities or that they could not answer.

One of the transmitters said that the feedback they receive is usually reconciliation or that employees ask how they can contribute to the goal. The two other remaining transmitters received feedback face-to-face or via mail and then in connection with a presentation on the goal during Pan-Nordic meetings, which happens about once every six months. All three transmitters feel that the employees ask many questions and show commitment. The way they give feedback is to remind and question if there is more which can be done and bring what has been achieved to the

customer as positive examples. One of them emphasises that good examples are very important, it gives more energy to drive even the small things forward.

4.1.5 Amount of organisation member working towards the goal

The result shows that half of all interview candidates feel that there are daily connections between the sustainability goal ‘No-plastic transport packaging’ and their daily work. Two of them claim that there are some connections between their work and the goal, but not daily. Among those candidates, their connections with the goal can be found in external communication on their website or social media, or in more direct communication with their customers. In order to be seen as a sustainable supplier, those candidates stress the importance of understanding and meeting the requirements of their costumers and have updated and correct information regarding the goal when in conversation with them. The remaining five of the interview candidates, which also included all of the candidates working in another office than in the head office in Sweden, see no connection between their daily work and the sustainability goal.

4.2 Sustainability

4.2.1 Sustainability and motivation

Regarding questions about sustainability overall, nine of the interviewed receivers are motivated by working with sustainability. Two of them expressively says that it is vital as a more prominent company to take responsibility and to have a sustainable vision. Another two receivers say that they are proud of working at Perrigo because of their sustainability work. One also says that sustainability in a company is a must for there to be credibility towards stakeholders. Only one receiver is not motivated by sustainability at all and one is slightly motivated.

Eight receivers think that the internal communication regarding the sustainability goal ‘No-plastic transport packaging’ adds further motivation. One said that you notice when there has been communication about the goal in some manner because of the informal communication that occurs after and that a larger engagement comes with it. The remaining three do not think that the communication adds any further motivation. One of them mentioned that the motivation would increase if they got more information about what they have accomplished within the goal so far in bullet points. That would make it easier to remember and more accessible to show it to customers in a comprehensible format.

4.3 Engagement and motivation

4.3.1 Engagement from the management

Regarding management's commitment to the sustainability goal, all interview participants who are transmitters agree on that they feel a strong engagement and support from the

management team, but that it is the project team that drives the goal forward. One of them talks about the fact that there is a trust in the company, and that the one who raises the issue is the one responsible for it. Among the receivers interviewed, six agree with that the management is involved to some extent, whereas others agree that it is mainly those involved in the project that show great commitment. Four receivers feel that the entire management team is engaged. The question poll also showed that almost 90 per cent agrees with, or somewhat agrees with, that those who are responsible for the goal are engaged.

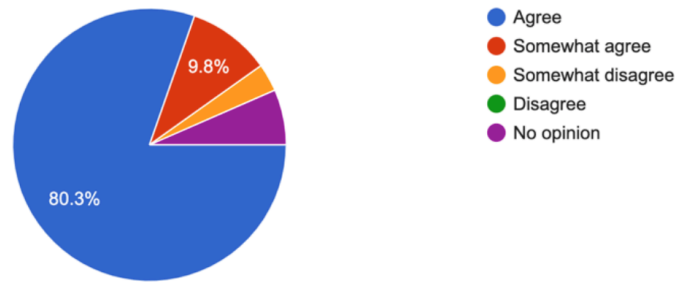
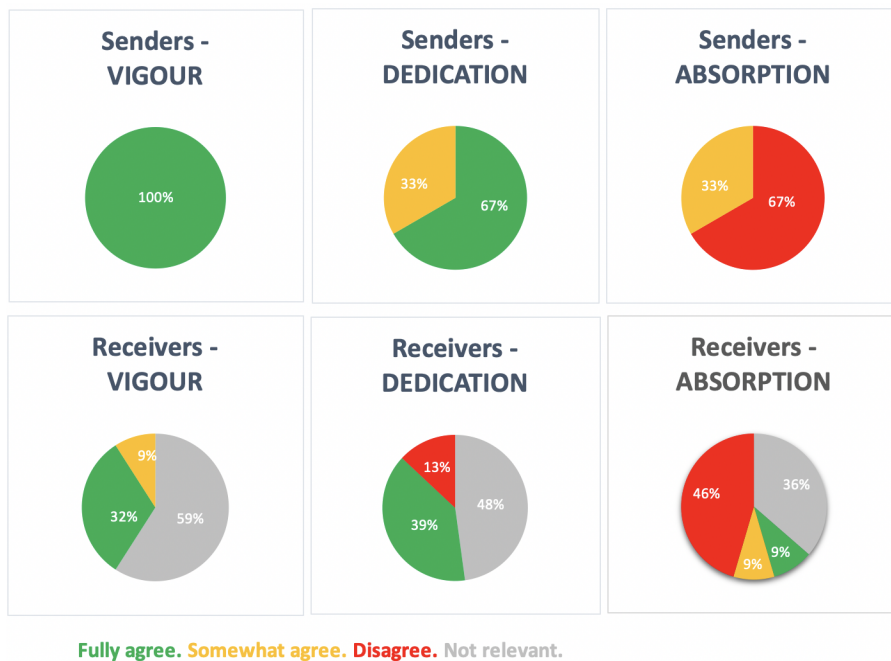


Figure 8: *Those who are responsible for the sustainability goal are engaged in their work.*

4.3.2 Level of engagement within the organisation

The interview candidates were asked questions regarding their level of engagement. As mentioned in the method chapter, these questions are based on the theory of Welch (2011) and Schaufeli et al. (2002), and can be seen in appendix 1 and 2.



Fully agree. Somewhat agree. Disagree. Not relevant.

Figure 9: *Level of engagement*

Both the level of vigour and dedication was high among the transmitters. All described themselves as challenged, energised and persistent in their work towards the goal. Additionally, all felt that their work towards the goal had a strong purpose. Four receivers had a sense of both vigour and dedication. As also seen in the figure, the level of absorption is low. The reason for this, some argued, was because they do not have time to 'get stuck' on one specific task, and thereby do not feel that it is hard to detach themselves from their work towards the goal. Further, they do not agree that they forget everything around when working towards the goal since it is only one project among several others. Many receivers felt that most of these questions were not relevant as they do not work with or towards the sustainability goal.

4.3.3 Positive and negative consequences

Almost half of the receivers interviewed could not answer the questions if working towards the goal leads to positive or negative consequences for them since they are not involved in the goal, but of those who were able to respond almost everyone said that it only leads to positive consequences for them. All transmitters also experienced this. One of the receivers highlighted an example when Perrigo received a diploma from a large customer for achievements linked to the goal. One receiver experience that it can lead to negative consequences, in the form of stress, as it would take up time from the regular tasks. Eight of them feel support from the management in their own work towards the goal, and the remaining six have said that they cannot respond because they are not working towards the goal.

4.4 Goal setting

4.4.1 Knowledge about the goal

When the interviewed transmitters were asked to explain what the sustainability goal means, two of the three transmitters provided similar answers and explained that the goal is to remove all plastic in the transport packaging of their products. Although one of the transmitters said that the goal is to try to remove all unnecessary plastic that they use in their transport packaging. The transmitters further explained that the reason why they started working towards this particular goal is because it was requested from one of their biggest costumers. The transmitters explained that since their products were previously packed in plastic trays and plastic shrink wrap, the removal of those both benefits the environment, their costumers and lead to time- and cost savings. After that, the transmitters were asked if they think that the receivers of the communication about the goal understand what it means. They all thought the receivers had good knowledge of the purpose of the goal and that they have removed plastic in their transport packaging, but not necessarily what it has led to, for example, how much plastic they have 'saved'

and how much their carbon dioxide emissions have decreased. Further, two of the transmitters claimed that they do not follow up on whether the receivers understand what the goal means, while one of the transmitters claim that they do.

Among the interviewed receivers, nine of them claim that they know the purpose of the goal, but many of those were uncertain whether the goal is to remove all plastic or only some unnecessary plastic. None of them could give any numbers of, for example, how much plastic they have removed so far or how much they wish to decrease in carbon dioxide emissions. Two did not feel that they knew what the goal meant. One of those further explained that it was not clear whether this was one of the company's sustainability goals and stressed the value of communication and engagement from the top management and that they explain the importance of the goal. In the question poll however, 90 per cent of the respondents answered that they either agreed or somewhat agreed to the statement that they have good knowledge of what the 'No-plastic transport packaging' goal means.

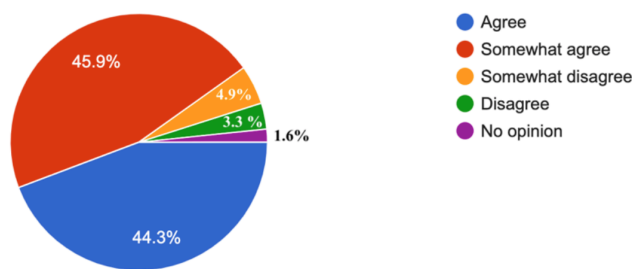


Figure 10: *I have good knowledge of what the sustainability goal means*

Six of the interviewed receivers answered either 'for the environment' or 'because a customer requested it' for the reason why the company works towards this goal, while three answered that the reason was both to benefit the environment and because a customer requested it. Five receivers had no idea why the company worked towards this particular goal but guessed that they work towards it in order to be seen as a sustainable supplier and to be environmentally friendly. When they were asked if they think that they and their co-workers have good knowledge of the goal and how it can be achieved, six of them said yes and thought that their basic knowledge was enough. Five did not feel that they had enough knowledge. Further, nine of the receivers interviewed claim that the management or those responsible for the goal do not follow up on whether they have understood the goal. Three think that the company works actively in trying to increase knowledge of the employees, whereas five of them do not think so.

4.4.2 Achievable goal

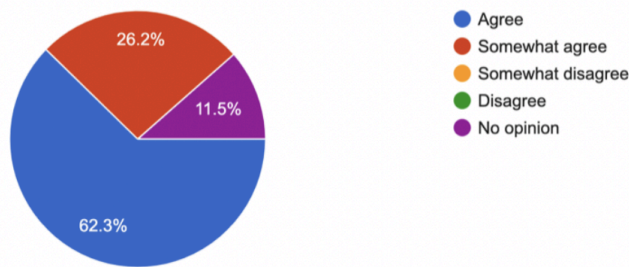


Figure 11: *The ‘No-plastic transport packaging’ goal is achievable*

In the question poll, ten of the respondents either agree or somewhat agree that the sustainability goal is achievable. All of the interviewed transmitters think that the goal is achievable, but that it will be challenging and take time. They also agree that the company allocates enough resources for the goal to be feasible. Seven of the interviewed receivers believe that the goal is achievable, but most of them are not sure as they either feel that they have too little knowledge or as they are not sure what the goal means. The rest of the receivers feel that they have too little knowledge to answer the question.

Five of the receivers believes that the company allocates enough resources. However, only two of those are entirely sure, whereas the others guess and hope that the resources are adequate. Four cannot answer the question, and the remaining two do not think that the recourses allocated are adequate. One receiver claims that there are a lot of knowledge and competent people, but that there is a lack of time and thereby, personnel. When asked, all receivers claim that they would be willing to change their way of working if it would help to achieve the sustainability goal, although most of them do not see how that could be done.

4.4.3 Goal and motivation

All except one of the interviewed receivers explained that their motivation increases when working towards goals in general, some even claim that it is vital to have goals to work towards in order to stay motivated, to be able to focus, perform and achieve something. Although, one receiver felt that it could be stressful if one works towards too many goals at the same time.

When asked what could make them feel more motivated in working towards the goal, three of the receivers described that they would be more motivated if they received more frequently communicated information and updates of positive results, and if the goal was communicated more by the CEO and management as a highly prioritised question, not as a project that is done little alongside everything else. They further explain that there is a strong focus and many updates on goals regarding sales and that there is an imbalance between measurements and communication

regarding sales and goals regarding sustainability. Two of the receivers felt that the lack of time was something that decreased their motivation and that it thereby would be fantastic and inspiring if the company had a sustainability team, so that the overall business culture would become more engaged and focused on sustainability, and thereby on this particular goal as well. Six claimed that they would become more motivated if the communication regarding the goal was more personal and if they were told what they could do in their own role or team in the work towards the goal. Some meant that smaller face-to-face meetings in the teams which they work with would allow such communication.

Concluding, when receivers were asked what they think that the management or those responsible for the goal could do to increase employee motivation, the answers were to give more frequent updates and stress the importance of the goal, connect the goal to other goals regarding for example sales, communicate in smaller groups, and provide information of how teams or individuals can help in the achievement of the goal. The receivers also claim that in order to enhance engagement, the management needs to set a good example and engage in the goal themselves. The things that are prioritised by leaders also become prioritised by the rest of the organisation. One receiver said that the management “has to be the ones who drive this goal, it is very important. It is important that they return to the goal in different contexts and that they raise it as an important issue. I hear that very rarely, and it could be seen as a shortcoming.” (Anonymous, personal communication, April 29, 2020). In the question whether the receivers think that the management is actively trying to enhance employees’ motivation towards the goal, five said yes, another five said no and one said ‘sometimes’. All transmitters of the goal claim that they try to motivate the receivers through their communication about the goal. They all also believe that the members of the organisation are motivated to work with the goal and that no one has a negative attitude towards the ‘No-plastic transport packaging’ goal. Although, one of the transmitters claimed that some receivers showed resistance when the goal was first initiated.

5 Analysis

This chapter compares and analyses the empirical data with the theories using the model of analysis presented in section 2.6. The analysis follows the same structure with the same headlines, as in chapter four to provide legibility for the reader.

5.1 Internal communication

5.1.1 Classical communication process

The outline of the result is somewhat decided by the number of interviewees that have daily connections to the goal, either directly or indirectly. The result shows that seven interviewees have a direct connection, respectively, three claims to have a connection with the sustainability goal in some way in their daily work. This affects how well the rest of the interview candidates could answer the questions regarding the communication paths, channels, how or if it engages them, et cetera.

The most frequent channels at Perrigo Nordic when concerning the sustainability goal is their monthly Pan-Nordic meeting and email. These channels are also the most preferred since it is more engaging, inspiring and enables a chance for feedback according to them. During the meeting, all of the 120 members of the Nordic organisation attend either in person, if working in Sweden, or digitally, if working in Norway or Finland. The 'No-plastic transport packaging' goal has been brought up about three times since the project began in early 2018. When relating this to communication theories and studies such as Tourish and Hargie (1993) and Westmyer et al. (1998), it is coherent with the fact that employees tend to prefer face-to-face contact as it becomes more personal but also more effective as there is a chance for direct feedback. It is also the conclusion Kataria et al. (2013) reaches. Although, it is not for certain that the meetings are personal and that there actually is possible feedback when there are 120 employees attending. This can be supported by the fact that a majority of the employees experienced communication about the goal as inadequate and not as frequent as some of them wished.

Theories say that channels which are inferior at transmitting rich information are better suited to less complex information, for example, email (Westmyer et al., 1998). However, informing is not equal to communication (White et al. 2010). Another problem with email which was expressed by the interviewed receiver was that they receive almost 100 emails per day. The emails containing information about the goal is also often packed with information, and consequently, the employees do not have time to read them. With that in mind, it is important for the management to have well-functioning internal communication abilities, and as mentioned

previously in the result, email can be problematic (Welch, 2011). Instead, one suggestion from the receivers was to hold interactive meetings in smaller groups, which would enhance the chance for dialogue and with that, an involving stakeholder strategy which is preferred by Morsing and Shultz (2006). Another suggestion from the receivers was to let the business area manager present updates once a month in order to enhance engagement. This fits the result from the study by Kataria et al. (2013), where one of the conclusions was to assign a sustainability manager to each business area to create room for sustainability-related activities and increase engagement. Also, an important part to motivate and engage employees for sustainability is for the management to communicate results and when goals have been achieved (Wharton University, 2016).

As Kataria et al. (2013) and Welch (2011) writes, it is of value to customise messages to different groups or individuals in the organisation, in order for them to integrate sustainability in their daily work. It can also be connected to Kotler's (2003) reasoning about coding and decoding so that the receivers can understand and absorb the message sent to them. Relating this to the result of the interviews with receivers, a majority feel that the information provided to them is relevant for them in their role. There were, however, a few who did not agree. They had suggestions about short bullet points, meetings in smaller groups and newsletters, among other things. One expressed a wish to connect the goal to other goals, for example, goals regarding sales. This corresponds with Morsing and Shultz (2006), who explain in their theory that when composing a message in an appealing way, it can be done by explaining how the company's sustainability initiatives are connected to the core business and how it can benefit the company.

One of the receivers said in the interview that one notices when there has been communication about the sustainability goal in some manner because of the informal communication that occurs after and that a greater engagement comes with it. Kataria et al. (2013) found in their study that informal meetings are the best channel for ideas sharing since they allow discussion and an effective way of handling sustainability-related issues. However, only about half of the receivers experience informal communication regarding the goal, and most of those receivers mostly work at the packaging or supply department of Perrigo Nordic.

5.2 Sustainability

5.2.1 Three CSR communication strategies

Among their three CSR communication strategies, Morsing and Schultz (2006) claim that the last strategy, the stakeholder involvement strategy, is the most effective since it provides two-way communication with exchanges of sensemaking and sense-giving among organisational members. According to both Morsing and Schultz (2006) and Welch (2011), receivers need to

make sense of the communication so that all have a mutual understanding. The stakeholder involvement strategy also agrees with the two previous strategies, and with the conceptual model by Kotler (2003), in that it is important to provide understandable information and an appealing message. This corresponds with the interviewed transmitter's claim that the communicated information is easy for all employees to understand. To implement the stakeholder involvement strategy and a process of sensemaking and sense-giving, the company's ambition is both to influence and to be influenced by its stakeholders, or in this case by its employees. This also corresponds with the findings by Kataria et al. (2013), claiming that internal communication is a collective effort from the whole organisation.

To manage a well-functioning internal communication and an exchange of influences, both Latham (2004), Kotler (2003), Kataria et al. (2013) and Morsing and Schultz (2006) mention feedback as an important tool. In both the interviews and in the question poll, a majority claimed that if they want to give feedback, they could do so. On the contrary, when the interviewed receivers were asked if they take advantage of the existing opportunities to give feedback, a majority said no. Many of the interviewed receivers felt that they could not answer several questions regarding feedback since they do not work towards the 'No-plastic transport packaging' goal, but among those who could answer, the feedback was expressed as very important. Connecting this to Morsing and Schultz (2006) involvement strategy, it seems like there is involvement among those working with the goal, whereas others do not seem equally involved.

According to Morsing and Schultz (2006), those who communicate, and all employees should be involved in the sensemaking and sense-giving process. Thus, to be able to successfully implement this strategy, both communicators and all employees need to try to influence one another, and both need to be willing to change (ibid). If the communication is not held through a dialogue, Morsing and Schultz (2006) argue that the communication is really a one-way process that risks becoming transmitter oriented, and that the communication thereby solely invites answers that the transmitters want to hear. To create a more interactive and involving communication, some previously mentioned suggestions given by the interviewees were to hold meetings in smaller groups, seminars and workshops. Two of the interviewed receivers explained that transmitters had sent out invitations to seminars regarding the goal earlier, but further explained that they did not partake because the seminars were voluntary. They also thought that several other employees did not participate for the same reason. This correlates more with the transmitter-oriented view in the stakeholder response strategy, rather than Morsing and Schultz (2006) preferred stakeholder involvement strategy where all are willing to partake.

5.2.2 Sustainability, engagement and motivation

Löhman & Steinholz (2004) writes that sustainability can engage and motivate employees when striving towards a higher goal, which is confirmed from the result. Both by the high level of dedication shown in figure 10 and the 11 interviewees who said that they are motivated by working with sustainability. Receivers said that they are proud of working at Perrigo Nordic because of their sustainability work. By doing so, they are contributing to a positive change in society. This is brought up by several articles as an important factor in engaging employees (Wharton University, 2016; Peterson, 2004; Welch, 2011). The article by Wharton University (2016) continues by stating that companies who can interweave employees' personal values with the company's, together with the greatest interests of the business, will profit by having a strongly engaged and productive workforce.

Seven of the receivers think that internal communication regarding the sustainability goal adds further motivation, which goes well in line with what is written by Singh (2013). Sing (2013) states that employees are motivated to create value by a well-functioning internal sustainability communication. Furthermore, one respondent who felt that the internal communication regarding the sustainability goal does not add any further motivation, expressed a wish for more information about what they have accomplished within the goal so far in bullet points. This can also be linked to the Wharton University article (2016) and Welch (2011), where they acknowledge the value of the management communicating successful, measurable results and celebrates success when awards have been won, or goals have been achieved. According to this, Perrigo Nordic can do more to motivate their employees towards sustainability. On the other hand, when they received a diploma for their sustainability work from an important client, it was celebrated with the whole office, including management, in Sweden. In addition to this, there is an agreement among the transmitters that there occurs communication regarding accomplishments about the goal.

5.3 Engagement and motivation

5.3.1 Internal communication to enhance employee engagement

In her theory, Welch (2011) starts by claiming that engagement is influenced by leadership communication and that it is important for top managers as well as team leaders to have good communication skills and show engagement towards what they communicate. Her claim clearly corresponds with the result of this thesis as it shows that the receivers expressed management and CEO communication and engagement regarding the goal as key drivers of their motivation and engagement, claiming that what is prioritised by the management also becomes prioritised by the employees. All transmitters interviewed experience strong engagement from the management,

while a majority of the receivers feel that the management is only involved to some extent. The result also shows that one of the receivers rarely hears the management express their engagement and involvement towards the goal. Both the transmitters and the receivers express that it is mostly those responsible for the goal, hence not the management, that is highly engaged in the work towards the goal. This strongly corresponds with the question poll where 90 per cent of the participants feel that those responsible for the goal are engaged. All the transmitters, thus those responsible for the goal, claim that they try to motivate the receivers through their communication. Thus, connecting to Welch's (2011) theory, interviewed receivers think that transmitters have well-functioning communication abilities connected to the goal, whereas the management does not.

One of several things mentioned in Welch's (2011) theory that enhances engagement, is to recognise employee performance and publish these recognitions for all organisational members to see. Likewise, all of the interviewed transmitters claimed that they recognise performance, and one transmitter explained that their communication regarding employees' achievements is important as it energises employees. To further enhance engagement, Welch (2011) also stress the importance of costumed internal communication and the importance for managers to communicate clearly, so that they can increase employees' awareness and affect employees' behaviours towards their visions and goals. Also, employees need clear communication from top management so that they can understand and make sense of how their own roles fit with the goals. It is important that employees understand their own role, value, contribution and usefulness in the work towards the goal as it provides a sense of belonging and a feeling of meaningfulness for the employee, which in turn further enhances engagement (Kahn, 1990). As mentioned, employees also feel meaningfulness when they are challenged, and thereby experience lack of meaningfulness when they feel that little is expected from them (ibid). Connected to Welch theory of increasing awareness and sense of meaningfulness, the interviewed and those participating in the question poll were asked if they feel that they receive enough instructions of what is expected from them connected towards the goal, and if they feel that they can help in the achievement of the goal. Almost half of the interviewees and 75 per cent of those answering the question poll believe that they can participate and contribute to results connected to the 'No-plastic transport packaging' goal. But regarding the amount of instructions the answers differed, where the answers from the question poll were more positive than the answers from the interviews where almost all receivers felt that they did not receive enough instructions on what is expected of them in their role linked to the goal. Further, the transmitters explained that those working with the goal have job descriptions linked to the goal, while the others do not. When interviewees, later on, were asked what would

make them more engaged in working towards the goal, almost half of them claimed that they would become more engaged if the communication regarding the goal were more personal and if they were told what they can do in their own role or team in the work towards the goal. This is consistent with Welch's (2011) claim that challenge, awareness and a sense of belonging creates meaningfulness and engagement.

According to Kahn (1990), employee's engagement varies not only according to their sense of meaningfulness but also according to their sense of safety and availability. Kahn (1990) explains that employees feel safe when they can engage in their job without fear of suffering from negative consequences to his or her career, status or self-image and that leaders can enhance employees' sense of safety by showing support and trust. As can be seen in the result, nine out of fourteen interviewees feel support from the management in their work towards the goal, and the remaining five said that they could not answer since they are not working towards the goal. Out of those who could answer the question, almost everyone said that it only leads to positive consequences for them. Further Kahn (1990) claim that employees feel a sense of availability when they have the resources that they need to engage in their work, and Latham (2004) further claim that it is the leader's role to ensure that the resources needed to achieve the goal are at hand. Five out of eleven of the receivers believes that the company allocates enough resources, whereas two of the receivers do not think so. The remaining four do not know if enough resources are allocated.

In order to see the level of engagement, the theory by Schaufeli et al. (2002) regarding 'vigour', 'dedication' and 'absorption' was used in the interviewee questions. When questions regarding these three states of mind were asked to the interview participants, all transmitters feel a sense of both vigour and dedication, but only one of three somewhat agree to the questions regarding absorption. When it comes to the receivers; however, the result shows less engagement, mainly because they are not involved in the work towards the goal. But for those receivers who feel that they can answer the questions, most agree, similar to the transmitters, with the questions regarding vigour and dedication. Thus, according to the theory by Schaufeli et al. (2002), both transmitters and receivers lack cognitive engagement, hence absorption.

5.4 Goal setting

5.4.1 Goal and motivation

Latham (2004) writes about goal setting theory and how it affects motivation and highlights the importance of communicating a clear, easily understandable and achievable company goal to motivate employees to work towards the goal. This is consistent with the results

of this thesis, where all except one of the interviewed receivers explained that their motivation improves when working towards goals, some even claim that it is vital to have goals to work towards in order to stay motivated, stay focused and perform. By setting a specific hard goal, one can create engagement enhancing feelings, also mentioned by Welch (2011), such as purpose, challenge and meaning in what was previously perceived as a tedious task (Latham, 2004). The difference between a specific hard goal and simply encouraging employees to 'do their best', is that the latter is too vague and abstract. In the question poll, 90 per cent responded that they knew what the goal meant. However, during the interviews, there was no strong correlation between either transmitter or receiver. There was disagreement among the three transmitters, where one of the transmitters described the goal as 'try to remove all unnecessary plastic...' which, according to Latham (2004) would be described as vague. The other two transmitters described the goal as 'remove all plastic in the transport packaging of their products'. Among the receivers, almost everyone understood the purpose of the goal, but there were different opinions on whether the goal is to remove all plastic or only some unnecessary plastic. This does not match with Welch's (2011) statement of common understanding, nor with Latham's (2004) specific hard goal.

As mentioned, Latham (2004) and Welch's (2011) engagement through availability, claim that the primary role for the leader is to ensure that the resources needed to achieve the goal are available, and as also mentioned a majority of the interviewees share the opinion about there being enough resources. One of those who did not find the resource availability as adequate claimed that there is a lot of knowledge but a lack of time and thereby personnel.

Latham (2004) writes about different reasons for goal setting being effective and motivating. Goals energise people, influence persistence, enhance effort and motivate people to use their knowledge to achieve the goal or to learn what is needed to do so. All except one of the interviewees are motivated by working towards a goal, but five of the eleven receivers feel a need for more instructions and knowledge about how to reach the goal in their role, either individually or in smaller teams, to increase their motivation. When the receivers were asked if the company works actively in trying to increase knowledge regarding the goal, five of them said no. Both Wharton University (2016) and Welch (2011) write about how you can enhance motivation and engagement through actively educating the employees within the concerned field.

Another reason why goal setting is effective is the meaning of committing to the goal, where the person chooses to focus their attention on goal-relevant activities. The receivers have expressed that the goal is not communicated as a highly prioritised question and that there is a lack of time. A solution to this problem, which has previously been brought forward in the interviews

and Kataria et al. (2013), could be to assign a sustainability team or manager so that the overall business culture would become more engaged and focused on sustainability.

There are conditions which make the goal effective, and the first condition is that the person who is to accomplish the goal must have the knowledge and ability to achieve the goal (Latham, 2004). As mentioned above, when the receivers were asked if they think that they and their co-workers have good knowledge of the 'No-plastic transport packaging' goal and how it can be achieved, six said yes, and five said no. According to Latham (2004), urging employees who lack the knowledge to attain a goal, can sometimes make the employees so eager to succeed that they adopt strategies in an unsystematic way and in the process fail to learn what is effective. Another condition to make the goal effective, corresponding with Welch (2011), is that employees must be committed to the goal, which is more likely if the employees find the goal achievable (Latham, 2004). A majority of the respondents agree to the goal being achievable, and everyone is willing to change their way of working if it would help to achieve the sustainability goal, although most of them do not see how that could be done. One receiver felt that it could be stressful if one works towards too many goals at the same time. By prioritising, one can pursue more than one goal at the time effectively, but it can lead to both goals suffering if a conflict regarding a lack of employee contribution occurs (Latham, 2004).

6 Discussion

In the discussion of this thesis, the author's standpoint is provided, and connections as well as disconnections between the findings in result and the analysis are problematised and discussed.

In order to analyse whether the company has well-functioning internal communication abilities and resources to achieve the 'No-plastic transport packaging' goal, the analytical model has worked as a guiding framework. The fact that there is a limited number of employees working with the goal has a negative effect on Perrigo Nordic's communication, engagement and thereby also the level of effectiveness. Several previous theories included in the analytical model claim that common organisational activities and aims, and its related communication, is not the sole responsibility of a few responsible or the top management. It rather requires collective efforts from each organisational member in order for the activities to be effective and create common expectations, awareness, a sense of belonging and thereby organisational engagement (Morsing & Schultz, 2006; Kataria et al., 2013; Welch 2011; Kotler, 2003; Wharton University, 2016).

According to Kataria et al. (2013) and Kotler (2003), the preferable channel for complex communication regarding, for example, sustainability is face-to-face meetings since it allows direct feedback. This corresponds well with this thesis and the respondents most preferable channel regarding the goal, being face-to-face meetings. Such meetings, as the Pan-Nordic monthly meetings, was also described as the most frequently used channel, which can be seen as a strength. However, there are 120 participants at these meetings, where a part of them attends via a digital medium, which reduces the chances of direct feedback. Additionally, the goal is not mentioned at these meetings more than once every six months, which can be regarded as too seldom. Most of the communication regarding the sustainability goal seems to be held between those working at the packaging department, resulting in the remaining organisational members not perceiving the goal as highly prioritised as other more frequently communicated goals, regarding for example sales. Thus, the communication regarding the goal needs to be transmitted more frequently, and the suggested channel is smaller, more interactive meetings that enable feedback.

As mentioned, several researchers claim that feedback is an important tool in a well-functioning communication process. Morsing and Schultz (2006) build their theory on the importance of an exchange of sensemaking and sense-giving among organisational members and stress that interactions between members of an organisation are necessary for the communication to make sense. It seems to be easy to give feedback regarding the goal, but employees that are not working with the goal rarely take the opportunities to express their thoughts and provide feedback.

Therefore, it would be of value for Perrigo Nordic to enhance a stronger feedback culture regarding the goal. The authors of this thesis argue that a feedback culture could come more naturally if employees, as well as managers, would be more involved in the achievement of the goal.

Welch (2011) describes internal communication as a management tool and stresses the importance of managerial involvement and engagement. Therefore, Perrigo Nordic's shown lack of such managerial commitment in the internal communication regarding the goal can be seen as a barrier to the organisational engagement and implementation, and thereby the achievement of the goal. Even though there is a lack of engagement from the management, a high level of engagement can be seen from the interviewed transmitters, hence those responsible for the goal. The authors value the transmitters' strong sense of vigour and dedication as Perrigo Nordic's greatest strength in its goal achievement. However, the highest level of engagement, defined as absorption, is not equally apparent since the goal is merely one of many projects. Concerning the receivers' level of engagement, there is a lack of absorption and some sense of vigour and dedication, although a majority could not express their opinion since they do not see their own role in the work towards the goal.

In Welch's (2011) theory employees' engagement and role-performance are claimed to vary according to their sense of meaningfulness, safety and availability. Those working with the goal feel a strong sense of safety in their work and claim that they have most of the resources needed to work towards the goal, which has a positive impact on employee performance and thereby goal achievement. One of the few mentioned limited resources at Perrigo Nordic is time, and consequently involved personnel. The fact that only some employees work with the goal can, according to the authors and Welch (2011) also lead to a lacking sense of meaningfulness and sense of belonging. To feel meaningful, the sense of being valuable, useful and challenged, and thus being able to contribute to the goal, is critical. Therefore, the authors, in line with several researchers mentioned in this thesis, argue that customised messages depending on the employees' needs and level of engagement, as well as instructions on what each employee can do in their own role to contribute to the goal, is important. As it currently seems, almost all employees stated that they are not receiving enough instructions. This is something that Perrigo Nordic needs to improve to be able to motivate their employees towards the goal, especially since a clear and customised message is apparent in all theories included in the analytical model. However, one positive aspect is that a clear majority believes that the goal is achievable, which is one of Latham's (2004) conditions to make the goal effective.

According to Latham (2004), the difference between a specific hard goal and simply encouraging employees to 'do their best', is that the latter is too vague and abstract. As mentioned, the goal has been communicated differently from the transmitters, either as removing unnecessary plastic, or as removing all plastic. The first definition can be seen as both vague and abstract, whereas the second definition describes a hard, specific goal. The fact that the goal has been communicated with different definitions is an example of poor communication, and it has consequently led to misunderstandings among the receivers, where few were completely sure what the goal really meant. A solution to this somewhat lacking communication and other mentioned problems such as the lack of time as a resource could be to assign a sustainability manager, which also can be supported from the result. Another simpler solution might be that one of those responsible for the goal presents information and updates in the company's smaller department meetings. This would make the communication more personal and easier to understand since smaller meetings enable a more interactive environment with possibilities to ask more questions.

Almost all interviewees express that work regarding sustainability enhances their motivation, and several receivers said that they are proud of working at Perrigo Nordic because of their sustainability work. Therefore, Perrigo Nordic has a strong chance to achieve their desired sustainability efforts, since companies who can interweave employees' personal values with the company's will profit by having a strongly engaged and productive workforce (Wharton University, 2016).

Lastly, throughout this study, certain links between the result and the theoretical framework has been found. The authors of this thesis stresses that the following connections could be of use, not only for Perrigo Nordic, but also for for similar companies operating in similar industries. As several theories emphasise the importance of involvement, and since Perrigo Nordic's scarce involvement creates barriers for them, the authors of this thesis claim that organisational involvement towards sustainability goals is something that also needs to be present in resembling companies. Further, it could be significant to communicate updates and employee achievements more frequently, as well as to hold adapted interactive face-to-face meetings and promote a strong feedback culture. One suggestion to create time for this is to assign a sustainability manager. Additionally, the management should recognise the value of internal communication and use it as a tool to provide adapted instructions, and increase organisational knowledge, leading to enhanced engagement.

7 Conclusion

In this final chapter, the thesis conclusion which answers the research question is presented. The chapter concludes with suggestions for further research.

Internal communication should be used as a tool to promote employee engagement and enhance their performance, which in turn can create organisational innovation, effectiveness and competitiveness. At Perrigo Nordic, the transmitters of the 'No-plastic transport packaging' goal are strongly engaged, further, there is a high organisational engagement to sustainability overall. Therefore, Perrigo Nordic have good prospects to be able to use internal communication regarding their sustainability goal as a motivator towards achieving the goal.

The most important findings in both the result and theories are organisational involvement and adaptation of message. The message must be communicated clearly, therefore, the differently communicated definitions of the goal need to be considered. Ideally, Perrigo Nordic should solely use the specific hard definition 'Remove all plastic transport packaging'. The message must also be adapted depending on the receiver's level of engagement and knowledge. Further, the message needs to include specific instructions regarding what the employee can do in their own role connected to the goal. This type of adaptation creates a sense of belonging and enables more employees to be involved in the work towards the goal. As mentioned, common involvement by all organisational members, including the management, are vital for the internal communication process to be well-functioning, which is an area of improvement for Perrigo Nordic today. According to the authors of this thesis, the mentioned most important findings is something that could be applicable to resembling companies. Moreover, the following answer to the research question is something that similar companies could benefit from recognising.

Concluding, to answer the research question, Perrigo Nordic should customise their internal communication to enhance knowledge, a sense of belonging, engagement and motivation towards a clearly defined sustainability goal.

7.1 Future research

This thesis has investigated employees' perspectives on internal communication about a sustainability goal and its impact on engagement and motivation towards that goal. Since this study was conducted at a Nordic company with a certain size in a particular industry, it would have been interesting to conduct further studies at other companies with a different communication structure, to see if it affects the internal communication. Similar studies of companies in different countries could also create a better understanding of varying cultures and how organisational

members think and act differently depending on that culture, and further, how that could affect the internal communication. There are several other factors which can be considered regarding how internal communication can enhance engagement. Studies regarding, for example, rhetoric could explore the effect of the communicated messages on engagement. Further, research regarding goal setting and how that connects to internal communication and engagement is needed since this unexplored subject has a possibility to affect company efficiency positively. Finally, the authors highlight the importance to consider sustainability as a moving target, where stakeholders' expectations continuously change. Therefore, it is necessary to conduct updated studies on sustainability communication and how it can motivate and engage employees since sustainability is a factor that can create engagement in itself.

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Appendix

Appendix 1, Interview guide- transmitters

Interview questions

* During the interview, when we say “sustainability goal” we always refer to the ‘No-plastic transport packaging’ goal.

Introduction

1. Tell us briefly about your role at the company
2. What links is there between your daily work and the sustainability goal*?

Communication

3. How does the communication paths regarding the sustainability goal ”No-plastic transport packaging” take shape at Perrigo Nordic ?
4. What role does the management take in the sustainability related activities at the company?
5. What do you think of the internal communication about the goal? Explain
 - a. Is there anything that could be improved?

Channel

6. Is it mostly a one-way or two-way communication about the goal?
7. Is there any informal communication about the goal at the office? Between you and the manager and between you and other employees?
8. With which channels do you communicate information and changes regarding the sustainability goal, and why exactly these channels?
 - a. Which channel do you prefer, and which one is most effective in your opinion?
 - b. What problems is there with the different channels?

Message

9. What does the sustainability goal “No-plastic transport packaging” mean?
 - a. Do you know why Perrigo Nordic works towards this particular goal?
10. Do you have any knowledge on whether the employees know what the goal is and the meaning of it?
 - a. Do you ever follow up on whether they have understood?
11. Do you think that the employees have sufficient knowledge regarding the sustainability goal and how it can be achieved?

- a. Is Perrigo is actively working on improving the employees' knowledge regarding the sustainability goal?

12. Is the message adapted based on the receiver's knowledge?

Feedback

13. Does employees the opportunity to provide feedback on the sustainability goal?

- a. How do you receive feedback?
- b. How often do you receive feedback?
- c. Would you say that the employees take the opportunities available to give feedback on the sustainability goal?

14. How do you provide feedback to employees in their work towards the sustainability goal?

15. Are or were the employees a part of the initial creation of the goal or in the ongoing progress of the goal?

- a. Can they affect or influence the work towards the goal?

16. Do you raise awareness on achievements regarding the sustainability goal?

Engagement and motivation

17. Do you feel that the work you do regarding the sustainability goal has positive consequences for you and the company?

18. Do you feel that you can work towards the goal without it causing any negative consequences for you?

19. Do you feel that the sustainability goal is achievable?

- a. Do you think that the company is allocating the resources required to achieve the sustainability goal? (in terms of time, staff, money, knowledge)

20. Are you trying to motivate employees towards the sustainability goal through communication? If so, how?

- a. Would you say that there is engagement on the company to work with sustainability?
- b. Do you feel that there is resistance from employees to work with sustainability?

21. Do you communicate successes regarding the sustainability goal?

22. Do employees receive information and instructions on how they should do in their own work in order to work towards the sustainability goal?

23. Do the employees work with individual goals, team-goals or both connected to the sustainability goal?

24. Below are statements, previously asked by Schaufeli et al. (2002, p. 89-90), where you can choose from the following options depending on what suits you the most; agree, partially agree, disagree or not relevant if you do not work with the sustainability goal:

1. “[In] my work [towards the goal], I feel bursting with energy.”
2. “[In] my work [towards the goal] I always persevere, even when things do not go well.”
3. “To me, my job [towards the goal] is challenging.”
4. “I find the work that I do [towards the goal] full of meaning and purpose.”
5. “When I am working [with the goal], I forget everything else around me.”
6. “It is difficult to detach myself from my job [towards the goal].”

Appendix 2, Interview guide- Receivers

Interview questions:

* During the interview, when we say “sustainability goal” we always refer to the ‘No-plastic transport packaging’ goal.

Introduction

1. Tell us briefly about your role at the company
2. Are there any links between your daily work and the sustainability goal *?

Communication

3. What do you think of the internal communication about the goal? Explain
 - a. Do updates and results / successes connected to the sustainability goal reach you as an employee?

Transmitter

4. Do you think that the company's management and those responsible for the sustainability goal are engaged in the work regarding the goal?

Channel

5. Which channels do you think work well, and which channels do you think work poorly in communication about the sustainability goal?
 - a. Do you see any issues with some of the channels?
 - b. Which channel is most frequently used?
 - c. Which communication channel do you prefer?
6. Can you and your colleagues communicate your opinions regarding the sustainability goal?
 - a. Do you feel involved in the work connected to the sustainability goal? Why? Why not? In what way?
7. Are or were you a part of the initial creation of the goal or in the ongoing progress of the goal? Do you feel that you can affect/influence the work towards the goal?
8. Is it mostly a one-way or two-way communication about the goal?
9. In what extent do you feel involved in the communication about the goal?

(is it mostly that you are informed about the goal and simply have to accept what is said, or can you give feedback now and then, or do you feel that you are a part of the work towards reaching the goal)

10. Is there any informal communication about the goal at the office? Between you and the manager and between you and other employees?

Message

11. Do you know what the sustainability goal "No-plastic transport packaging" means?
- Do you know why Perrigo Nordic works towards this particular goal?
 - Does management or those responsible for the goal follow up on whether you have understood what the goal means?
12. Do you think that you and your colleagues have sufficient knowledge regarding the sustainability goal and how it can be achieved?
13. Do you think that Perrigo is actively working on improving the employees' knowledge regarding the sustainability goal?
- If so, in what way and how often?
Do you think it is sufficient?
 - If not, do you think that it is necessary? Is it something that you would appreciate?
 - Do you think that the information that you receive is relevant for you?

Sustainability

14. Does it motivate you to work with sustainability?
- If so, in what way?
 - If not: Is there anything Perrigo could do to make you feel motivated to work with sustainability?
15. Do you think that the communication regarding sustainability itself adds further motivation?

Engagement and motivation

16. How is your motivation affected by working towards goals in general?
 - a. What could make you more engaged in the work towards the sustainability goal?

17. How do you think managers can motivate employees to work towards the sustainability goal?
 - a. Do you think that the management works actively to motivate you and your colleagues to work with sustainability?
 - b. Which type of communication would make you feel more motivated and involved?

18. Is the sustainability goal relevant and important for you in your work? Are you trying to integrate the sustainability goal into your daily work?

19. Do you feel that you are getting enough instructions on what is expected of you in your role linked to the goal?

20. Do you feel that you have clearly defined individual goals, team goals, or both connected to the sustainability goal?

21. Do you feel that you can contribute to the result in the sustainability goal?

22. Do you feel that the sustainability goal is achievable?
 - a. Do you think that the company is allocating the resources required to achieve the sustainability goal? (in terms of time, staff, money, knowledge)
 - b. If not, which resources are you missing?

23. If necessary, would you be willing to change your way of working to achieve the goal?

24. What significance does feedback have to you in your work towards the sustainability goal?
 - a. Do you receive as much feedback as you would like?
 - b. Do you think your achievements are being noticed?
 - c. If so, in what way?

25. How can you give feedback to the person responsible for the sustainability goal?
- a. Do you feel that you have the possibility to give the feedback that you want and to the extent that you want?
 - b. Would you say that you take the opportunities available to give feedback on the sustainability goal?
 - c. Do you receive any response on the feedback that you give?
26. Do you feel that the work you do regarding the sustainability goal has positive consequences for you and the company?
27. Do you feel that you can work towards the goal without it causing any negative consequences for you?
- a. Do you feel that the management and those responsible for the sustainability goal show trust and support you as an employee in your work towards the sustainability goal?
28. Below are statements, previously asked by Schaufeli et al. (2002, p. 89-90), where you can choose from the following options depending on what suits you the most; agree, partially agree, disagree or not relevant if you do not work with the sustainability goal:
1. “[In] my work [towards the goal], I feel bursting with energy.”
 2. “[In] my work [towards the goal] I always persevere, even when things do not go well.”
 3. “To me, my job [towards the goal] is challenging.”
 4. “I find the work that I do [towards the goal] full of meaning and purpose.”
 5. “When I am working [with the goal], I forget everything else around me.”
 6. “It is difficult to detach myself from my job [towards the goal].”

Appendix 3, Question poll

1. I work at the office in
Sweden/ Norway/ Finland
2. In internal communication about the sustainability goal, which communication channel engages you the most?
Email /Face-to-face meeting / Informal communication/ SharePoint/ Formal report / All of them engages me / None of them engages me/ Other; please define
3. In internal communication about the sustainability goal, which communication channel engages you the least?
Email /Face-to-face meeting / Informal communication/ SharePoint/ Formal report / All of them engages me / None of them engages me/ Other; please define

Please choose the alternative that suits you the most in the following questions: *Agree/ Somewhat agree / Somewhat disagree/ Disagree / No opinion*

4. In my job, I can help in the achievement of the sustainability goal
5. The sustainability goal “No-plastic transport packaging” has an important purpose
6. The internal communication regarding the sustainability goal is well-functioning
7. Those who are responsible for the sustainability goal is engaged in their work towards the goal
8. Me and my colleagues can communicate our opinions about the sustainability goal to the extent that we wish
9. I feel involved in the work regarding the sustainability goal
10. I take the opportunities available to give feedback on the sustainability goal
11. I have good knowledge of what the sustainability goal "No-plastic transport packaging" mean
12. I receive enough instructions of what is expected of me in my role connected to the goal
13. The sustainability goal is achievable

Appendix 4, Summarising table of CSR communication strategies

Three CSR communication strategies

	The stakeholder information strategy	The stakeholder response strategy	The stakeholder involvement strategy
Communication ideal: (Grunig & Hunt 1984)	Public information, one-way communication	Two-way asymmetric communication	Two-way symmetric communication
Communication ideal: sense- making and sensegiving:	Sensegiving	Sensemaking ↓ Sensegiving	Sensemaking ↕ Sensegiving – in iterative progressive processes
Stakeholders:	Request more information on corporate CSR efforts	Must be reassured that the company is ethical and socially responsible	Co-construct corporate CSR efforts
Stakeholder role:	Stakeholder influence: support or oppose	Stakeholders respond to corporate actions	Stakeholders are involved, participate and suggest corporate actions
Identification of CSR focus:	Decided by top management	Decided by top management. Investigated in feedback via opinion polls, dialogue, networks and partnerships	Negotiated concurrently in interaction with stakeholders
Strategic communication task:	Inform stakeholders about favourable corporate CSR decisions and actions	Demonstrate to stakeholders how the company integrates their concerns	Invite and establish frequent, systematic and pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc.
Corporate communication department's task:	Design appealing concept message	Identify relevant stakeholders	Build relationships

(Morsing and Schultz, 2006).