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Impact of Covid-19 on procedural justice in MNCs

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Abstract:

Given the unpredictable nature of the pandemic, global MNCs have had to rethink their decision-making when handling certain business activities. Nevertheless, managers have an overall responsibility regarding decision-making. Procedural justice has been studied to contextualize to what extent managers in different subsidiaries in different countries experience fair decision-making processes during Covid-19. Procedural justice has continued to be studied to expand a knowledge gap within the international business research field. In previous research, a deficient account is revealed when aspects such as voice, neutrality, respect, and trustworthiness have been used as parameters to measure managers' involvement experiences when HQ assigns mandates.

Through a qualitative study, a deductive method has been used to evaluate previous theories on Procedural justice. Hence, nine managers participated in the study from 4 different countries where different degrees of justice were experienced among the managers. Continuing procedural justice during the pandemic has expressed several aspects of decision-making under uncertain environments. Through the empirical collection, the researchers have made it possible to account for the extent to which managers are involved when activities go from decentralization to centralization, where different managers find dichotomous views on fair decision allocations. It has also come to the researchers 'perception that the respondents from the same office generally experience justice similarly. The respondents have also expressed the lessons the managers learned when businesses need to adapt accordingly to the current state of the environment.

Key words: Procedural justice, Covid-19, Managers, Decision- making, Autonomy.

Contents

1. Introduction: 7
1.1 Background: 8
1.2 Problem Discussion: 10
1.2.1 What do we know about earlier research? 10
1.2.2 What do we not know about the subject today? 10
1.2.3 What do we need to know about the subject? 11
1.2.4 Why is this knowledge important? 11
1.3 Purpose: 11
1.4 Research question: 12
1.5 Delimitations: 12
2.Theory 12
2.1Previous research/ literature: 12
2.1.1 Instrumental/Control Models: 13
2.1.2 Identity / Relational Value Models: 14
2.1.3 Fairness Heuristic Theory / Uncertainty Management Model: 15
2.1.4 Uncertainty management: 15
2.1.5 Fairness Theory: 16
2.1.6 Moral Virtues Model: 16
2.2 Researchers' theoretical tools: 17
2.2.1 Voice: 17
2.2.2 Neutrality: 18
2.2.3 Respect: 18
2.2.4 Trustworthiness: 19
3. Method: 20
3.1 Research Strategy: 20
3.2 Choice Of Case: 22
3.2.1 Selection Of Respondents: 23
3.2.2 Data Collection: 24
3.5 Primary Data: 24
3.6 Research Process: 25

3.6.1 Research approach– induction, deduction, and abduction: 25
3.7 Positivism vs. Hermeneutic: 26
3.8 Quality/Trustworthiness of study: 27
3.8.1 Credibility: 27
3.8.2 Transferability: 27
3.8.3 Dependability: 28
3.8.4 Confirmability: 28
3.9 Ethics: 28
4. Company description: 29
5. Empirical Findings: 31
5.1 Subsidiary A (Sweden): 31
5.1.1 Excerpts of interviews from three managers before Crisis: 31
5.1.2 Voice: 32
5.1.3 Neutrality: 33
5.1.5 Trustworthiness: 35
5.2 During Crisis: 36
5.2.1 Voice: 36
5.2.2 Neutrality: 38
5.2.3 Respect: 39
5.2.4 Trustworthiness: 40
5.3 Subsidiary B (Norway): 42
5.3.1 Excerpts of interviews from two managers before Crisis: 42
5.3.2 Voice: 43
5.3.3 Neutrality: 43
5.3.4 Respect: 44
5.3.5 Trustworthiness: 45
5.4 During Crisis: 45
5.4.1 Voice: 45
5.4.2 Neutrality: 46
5.4.3 Respect: 47
5.4.4 Trustworthiness: 48
5.5 Subsidiary C (Finland): 49
5.5.1 Excerpts of interviews from two managers before Crisis: 49
5.5.2 Voice: 50

5.5.3 Neutrality: 50
5.5.4 Respect: 51
5.5.5 Trustworthiness: 51
5.6 During Crisis: 52
5.6.1 Voice: 52
5.6.2 Neutrality: 53
5.6.3 Respect: 54
5.6.4 Trustworthiness: 55
5.7 Subsidiary D (India): 56
5.7.1 Excerpts of interviews from two managers before Crisis: 56
5.7.2 Voice: 56
5.7.3 Neutrality: 57
5.7.4 Respect: 58
5.7.5 Trustworthiness: 58
5.8 During Crisis: 59
5.8.1 Voice: 59
5.8.2 Neutrality: 60
5.8.3 Respect: 61
5.8.4 Trustworthiness: 62
6. Discussion and Analysis: 62
6.1 Voice pre-crisis: 63
6.2 Voice During-Crisis: 64
6.3 Neutrality Pre-Crisis: 65
6.4 Neutrality During-Crisis: 66
6.5 Respect Pre-Crisis: 67
6.6 Respect During-Crisis: 68
6.7 Trustworthiness Pre-Crisis: 69
6.7 Trustworthiness Post-Crisis: 70
7. Conclusions: 71
7.1 Theoretical Contribution: 73
7.2 Future Implications: 73
8. References: 75
9. Appendix 1: Questionnaire 79
10. Appendix 2: Interview Schedule 82

1. Introduction:

Global strategies and their implementation have become a central issue in expanding activities from MNC when cross-functional activities aim to create synergy effects and economies of scale (Ghoshal, 1987). Hence, researchers have developed organizational frameworks as a means of a successful strategy, which Ghoshal (1987) classifies as risk management in the performance of activities and learning abilities to strengthen adaptation and innovation in future organizational change.

Moreover, other researchers believe in the importance of paying attention when it comes to different market conditions. Where strategies may take the best shape when MNC relates to global approaches, i.e., think outside the box and see the world as a market while relating to local adaption. Thus, the starting point for Quelch & Hoff's (1986) ideas is that MNCs should be aware of differentiated needs and have decentralized strategies rather than standardized ones. Furthermore, the researchers believe that successful global strategies take the best shape when a transnational approach is implemented in the creation of design, where the importance rests on creating national competence while gaining a global perspective (Quelch & Hoff, 1986).

Hence, subsidiaries are significant for every business organization, and MNCs develop their competitive strategies in different geographical regions by transferring their capabilities to their respective subsidiaries (Cui et al. 2005). Better relationships and effective communications between HQ and Subsidiaries play a vital role in an MNC's competitiveness (Birkinshaw et al. 1998). Moreover, it has been discussed in previous research that when an MNC's HQ supports the decisions of its subsidiaries in different scenarios, it will enhance the core competencies of that MNC in various markets in other geographical regions across the globe (Martinez and Jarillo 1989).

Over time, other aspects have also been studied in creating strategies and processes behind decision-making. Thus (Kim & Mauborgne, 1991), deals with the internal strategic management process. The importance of this research takes hold of organizational members or managers' motivations for implementing decisions from higher authorities. Different frameworks have been

developed to measure managerial roles in decision-making processes between HQ and subsidiary managers.

1.1 Background:

Nevertheless, global strategies and MNCs' transformation of cross-border activities have become a significant part of globalization processes. Literature has also shown the crucial role of subsidiaries when MNCs spread across countries' borders. On the other hand, limited literature has taken hold of the internal decision-making processes when subsidiaries and HQ make decisions from a proper perspective. In this chapter, a background will thus formulate the development of Procedural Justice and how it has become essential in other research fields.

Justice has been studied extensively by researchers in different types of fields. Thus, according to Bobocel & Gosse (2015), the doctrine of justice has been a central theme for the past 50 years when social systems are to be evaluated to problematize how resource distribution is distributed in fair, unfair contexts. Thus, from a historical perspective, procedural justice referred to as PJ, has mainly been used in the American legal systems to measure the perceived fairness between recipients and higher authorities (Bobocel & Gosse, 2015).

Hence, PJ develops the theory of whether individuals are treated based on a procedural approach, i.e., how individuals view authority and how individuals are involved in decisions. Likewise, PJ describes the theory that if individuals are treated procedurally fairly, they will most likely respect the decisions made and see them as legitimate and thus accept the outcomes. Through participation in the processes of results, individuals will become more involved and follow the directives that have been established (Blasko & Taxman, 2018).

However, PJ has introduced other branches of activity that aim to study the social exchange of interactions. Thus, organizational theorists argue the importance of learning different workplace phenomena where different methods can be used to measure employee performance and compensation. Similarly, researchers Lind & Tyler (1988) conclude that employees are expected to perform better if involved in decision-making processes than if they are left out.

Moreover, PJ within an MNC can be defined as how managers in subsidiaries perceive decisions made directly by the headquarters (Kim & Mauborgne, 1991). However, many researchers have put light on subsidiary motivational problems. Hence, the researchers (ibid) suggest that PJ plays an essential role in diminishing the subsidiary motivational restraints and allowing HQ to interfere directly in the subsidiary matters, considering it equally beneficial for both (Korsgaard et al. 2002).

Research shows that there are specific modes of headquarters involvement in the decision-making of the subsidiary and that involvement refers to the intervention in this regard (Asmussen et al., 2019). Two methods can intervene in choices by the HQ either in a procedurally just way considering the fair procedures or using the power and authority to implement the decisions, thus ignoring PJ (Asmussen et al., 2019). When it comes to a decision-making PJ plays an essential role in ascending with the outcomes of that decision made by the HQ as the employees feel more respected and the level of trust increases in their minds (Asmussen et al., 2019).

Similarly, Greenberg & Tyler (1987) reflect on outcomes and reactions when studying PJ, i.e., PJ can be seen as a social exchange of interactions when effects and responses among individuals in an organization contextualize in terms of results and input. Thus, distribution issues in cases where individuals are given space to participate and collaborate in decision-making. Studies developed by Thibaut & Walker (1975) explained that justice can be seen from two perspectives, one of which focuses on decision-making processes. While the other focuses on the subjective procedures among individuals who become influenced by decisions.

PJ focuses on what means could be used when decisions are assigned and what reactions the decisions evoke. At the same time, distributive justice contextualizes subjective reflections on recipients affected by decisions. Thus, it is an essential distinction between PJ and Distributive justice when organizations are to be studied in terms of limitations experienced between the different approaches to exploring individuals. Thus, DJ is more applicable in systematic legal conditions, while PJ reflects on decisions' underlying processes and involvement of individuals (Walker et al., 1978).

1.2 Problem Discussion:

1.2.1 What do we know about earlier research?

Thus, we know from previous research that procedural justice is an essential aspect of fair decision-making when HQ subsidiaries consider future choices. Likewise, decisions should be consulted from the highest authorities to the recipient of decisions to create favorable relationships and inclusion. According to the previous descriptions, decisions greatly impact employees depending on the degree of involvement (Assmussen, et al., 2019). Through Konovsky (2000), we also know to what extent the concept of PJ has developed.

Moreover, three steps are demonstrated within a research life cycle where PJ has appeared when studying fair decision-making. Namely, the concept has been introduced in the judiciary and organizations (Bobocel & Gosse, 2015). Secondly, it has been submitted and studied in organizational development (Lind & Tyler (1988). Thirdly, the last step within the research cycle shows a lack of empirical evidence in which theories have been developed within multinationals (Konovsky, 2000).

1.2.2 What do we not know about the subject today?

Thus, the researchers intend to take off from the third stage with previous research within MNCs where previous research and theories have been developed to study PJ from a Covid-19 perspective. Likewise, PJ within a multinational company with a background in scientific studies exemplifies the complexity of coordinating activities during the tumultuous 2000s when massive changes have come to affect cross-border communication and management (Konovsky, 2000). Hence, researchers view managers as the backbone of complex systems' when decision-making processes are made (Konovsky, 2000).

1.2.3 What do we need to know about the subject?

As it is already mentioned that PJ has limited literature when it comes to the organizations, like how justice is perceived within an MNC when it comes to the integration between the HQ and their respective subsidiaries. Hence, it could be argued that not previously any researcher has put light on the relationships between the HQ and their subsidiaries when it comes to major crises management such as Covid-19 and how communication is made, and how justice is perceived by the latter when it comes to the sudden decisions made by the HQ during a crisis.

It is essential to study the PJ within an MNC during a time of crisis as it could be beneficial in the future for the MNCs to have a better understanding of just procedures during crises. Likewise, how sudden decisions will be made effective under the light of PJ during sudden disasters.

1.2.4 Why is this knowledge important?

Thus, it can be argued that the study takes hold of how managers experience fair or unfair procedures if / when HQ issues the mandate without consultation from the recipients who know the market best. The researchers also want to highlight the importance of studying PJ, which in any context can be considered important in order to shed light on a selection of the population's experiences of decision-making.

1.3 Purpose:

Based on Covid-19, researchers assume the problems that can arise when decisions must be made in special circumstances. Thus, this study aims to study subsidiaries belonging to an MNC with geographically dispersed places to capture managers' experiences of underlying processes when decisions are made and the extent to which the managers are involved in the processes. Likewise, the researchers take hold of the theory of PJ, which will be presented further later in order to explain the dimensions that formed the basis for the collection of empirical material.

1.4 Research question:

How has procedural justice been affected from a pre- and post-Covid-19 perspective?

1.5 Delimitations:

The delimitations of the study will partly take hold of only studying PJ among managers under a Covid perspective. The focus will continue to be on processes around decision-making and involvement in decisions. Thus, HQ will not participate in the study based on the sensitive nature of PJ as the researchers assume that HQ has other interests to affirm and presumably would be biased in their answers.

2.Theory

This chapter presents the theoretical section where previous research on theories of justice have been developed. The chapter concludes with the researchers' summarized theoretical framework for measuring procedural justice among the participating managers. Through categorization of voice, neutrality, respect, and trustworthiness create a structure for the upcoming collection of empirical material and analysis.

2.1Previous research/ literature:

In the current body of literature, it has been argued that the HQ should have different control functions and mechanisms for its subsidiaries depending upon the conditions and environment of the subsidiary's location (Nohria and Ghoshal, 1994). Heterogeneous environments of different countries in which subsidiaries are located have forced the HQ to develop a decentralized structure

(Kirsten et al. 2012). Moreover, with these various acts of intervention, the subsidiaries' motivation will positively impact (Foss et al 2012).

However, the development of network MNCs instead of traditional hierarchical organizations have elevated the chances of more hazardous intervention from the HQ (Foss et al 2012).

Giving authority and autonomy to the subsidiaries might better deal with challenges (Birkinshaw, 1997). The network organization must have different control mechanisms for every subsidiary (Nohria and Ghoshal, 1997).

Mechanism of procedural justice plays a vital role in eliminating the chances of misinterpretation of the intervention of HQ to the subsidiaries (Foss et al 2012). Hence, the subsidiaries will perceive the interventions as promising cause interventions instead of harmful cause interventions if the HQ considers procedural justice during the mandate.

2.1.1 Instrumental/Control Models:

Thibaut and Walker (1975) argued that disputants want procedural control in legal dispute resolution procedures to indirectly influence the outcome of the conflict; these theorists argued that dissertations, based on their knowledge and expertise, are aware of individual efforts and value-creating actions within organizations.

Thus, instrumental values are explained as the degree to which personal goals drive employees, that is:

1, individuals experience a need for recognition where follow-up of results can be seen as causality to the performed.

2, and individuals are ultimately affected by allocation decisions where concerns are reflected on the instrumental values when control is exercised based on a higher authority (Thibaut and Walker, 1975).

2.1.2 Identity / Relational Value Models:

The identity & relationship model emphasizes the importance of procedural justice among individuals within organizations. Where Researchers Lind & Tyler (1988) believe that individuals care about long-term relationships with groups that practice actions or procedures, this supports the arguments for why procedural justice is important among individuals in groups due to how individuals see themselves as social constellations. Further on, this is thus exemplified by the researchers (ibid) that decision-making processes have a symbolic value. If an authority treats a recipient or group of people respectfully, it increases the likelihood of self-preservation among the recipients. Social identity is strengthened within a group when the inclusion of decision-making processes occurs, thus increasing individuals' self-esteem and trust.

Thus, Tyler (1990) reflects both instrumental and non-instrumental values for recipients when groups of individuals are studied based on the identity and relationship model. The instrumental value contrasts to the just mentioned as the starting point is that individuals in groups have a high need for belonging and thus an increased willingness to have their voice heard. That is, individuals with low demand for belonging, i.e., a lower level of self-will (non-instrumental value), do not to the same extent experience the need to have their voice heard. Thus, these values can be exemplified by Tyler (1990) as examples of the need for belonging. Therefore, the relational model can be interpreted as individuals' self-construction as an essential part of decision-making and involvement in social constellations. The primary thus takes hold of how individuals see themselves and to what extent instrumental values form dynamics in groups.

In relationship models, the commitment model also measures individuals' social identity as an effect of procedural justice in setting up groups. Thus, Blader (2007) argues about strengths in social identities where people use the information to evaluate whether procedures are considered justified, determining whether the individual in question evaluates their role within a group. Thus, research on relationship models shows the distinct differences between interpersonal relationship procedures, which are based on two different forms. The interpersonal reflects on subjective procedures, while procedures reflect the structure of decisions and how they are implemented within organizations. In conclusion, the researcher's reason is that justice is a broad and

operationalized concept that needs to be studied in terms of structures. Several different aspects can measure whether decisions are seen as justice. Of which variables such as voice or respect can measure the recipient's perspective in the form of soft values.

2.1.3 Fairness Heuristic Theory / Uncertainty Management Model:

Justice heuristics take their form by studying the individual's ability to make justice assessments. Van den Bos (2001) reflects that individual tend to make quick decisions in social contexts to reduce insecurity when interacting with others. Based on fair heuristic theory, individuals immediately decide to exclude the idea that procedures or higher authorities exploit or exclude individuals. This can thus be exemplified by the fact that individuals lack information to ensure directives or orders are legitimate because they lack comparative knowledge. In certain circumstances, there is a lack of transparency about procedures that are thus seen as a decisive factor in why man, by nature, tends to make quick decisions when it comes to the fairness of the decision.

2.1.4 Uncertainty management:

A successor to fair heuristics is uncertainty management theory, which takes hold of the account of human nature to take advantage of adequate information in general rather than if it comes from senior management. This theory is about man's cognitive ability to handle information and decide which is fair or not. This can be seen from the outside (Colquitt et al, 2012) reasoning about the correlation between cognitively reduced uncertainty, which correlates when healthy relationships are promoted under working conditions. Likewise, the cognitive aspect of the individual takes the ability to handle information, where the amount of information and relation to senior management tends to look different depending on the context.

2.1.5 Fairness Theory:

Under the fairness theory, if an adverse event happens in the organization, the organization's staff tends to have three thinking dimensions. Which are

1- What would have happened if the event was a different story? (Alternative states of wellbeing)

2- Even could have been different if the right actions had been taken (causal responsibility)

3- This should not have happened. (Accounts for moral obligation) (Folger & Cropanzano, 2001)

Moreover, according to fairness theory, if the agent gets less than expected, things will come to his mind that the results would be different if the necessary actions could have been taken. Furthermore, this theory suggests that if the decisions made are just and fair, and it will eliminate the adverse effects of receiving less than expected and ultimately minimize the agent's accountability for the event (Cropanzano et al 2015).

Fairness theory can be used for a better understanding of interactions and procedures. This fairness theory further explains that the implementation of procedures has more effect on the agent's mind about the responsibility of the event than what the decision is to be implemented. In fairness theory, attributes of responsibility are more critical than the violations of rules when the negative happens. Moreover, if the recipient does not hold the agent responsible for an event, he will preserve himself accountable for that (Cropanzano et al 2015).

2.1.6 Moral Virtues Model:

Instrumental and relational models of procedural justice are only related to the people's self-interest involved in the decision-making (Cropanzano, Goldman, & Folger, 2003). Because people only consider procedural justice if the personal interest in the shape of rewards, i.e., materialistic or socio-emotional, is involved.

Folger (2003) further explained that people are more tangled to justice when self-respect, dignity, and worthiness are involved. Folger (2003) added that people could only perceive injustice when their moral values are affected, and this is not related to materialistic rewards. And this also refers

to the fairness theory. People who, when the result is not in accordance with the expectations, account for the agents' moral values instead of desecrated normative standard (Cropanzano et al 2015).

The deontic model also suggests that people only perceive injustice when their moral values are affected, and this is not related to materialistic rewards. And this also refers to the fairness theory, in which people which, when the result is not in accordance with the expectations, accounts for the agents' moral values instead of desecrated normative standard (Cropanzano et al 2015).

2.2 Researchers' theoretical tools:

Through a summary of previous justice theorists, some common keywords have emerged when procedural justice is to be studied. Where aspects such as voice, neutrality, respect, and trustworthiness are seen as parameters for measuring experiences regarding fair procedures.

2.2.1 Voice:

With any dispute or challenge an organization may face, critical decisions must be taken to counter that challenge. Moreover, involving individuals within an organization plays a vital role in raising the sense of satisfaction for the individuals involved in decision-making.

Hence, irrespective of the outcomes of decisions made, it is more likely that if people are given a chance to express their opinions and thoughts before making final decisions, it will lead to positive effects on the minds of the people and their dedication to the job roles progressively increase. Similarly, Tyler's (1990) & Blader's (2007) reasoning can be interpreted on the basis of this dimension when instrumental, and non-instrumental values reflect an individual's need to express himself. Thus, that voice can be seen from an individual's social perception. Where belonging can be seen as a factor depending on the degree of need to have one's voice heard. The instrumental is

seen based on an individual's increased willingness to express opinions, while the non-instrumental is seen as an indifference trait when decisions from HQ are implemented (Tyler, 1990)

Sometimes it is not easy to communicate directly with the higher-level management, so mediators play an essential role. Furthermore, individuals have the opportunity to talk to the mediators and express their voices about the challenges and how to counter those challenges regarding a specific situation. The mediators then transfer that knowledge to high-end management. It could be argued that in the legal system of every organization if these informal legal procedures like mediation are in place, this will provide every person in the organization with a positive sense of authority and have a positive effect on the overall performance (Tyler, 1990).

2.2.2 Neutrality:

The dimension of neutrality takes root because higher management, or authority, makes decisions based solely on rules and principles (Tyler, 2007). Thus, one's opinions should not be reflected within this dimension as "judges," or headquarters must act based on openness and transparency in making a judgment or instructions given to the recipient. Thus, this dimension also deals with the possibilities for the recipient to appeal decisions that have come to affect the individual. Hence, it is fundamental with this dimension to obtain openness and transparency between decision-makers and recipients.

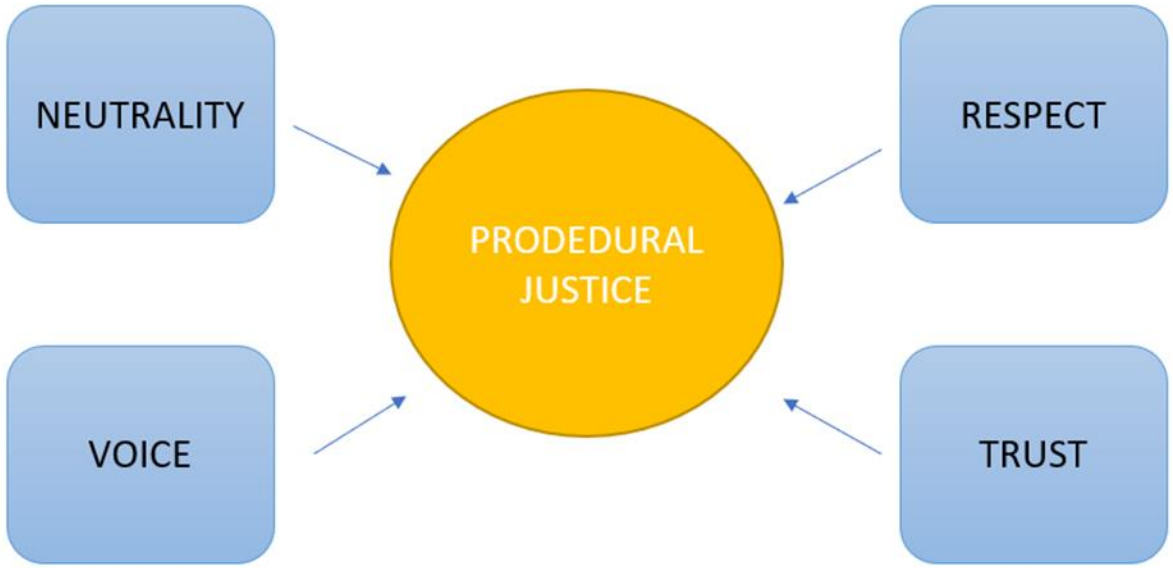
2.2.3 Respect:

Respect and being respected are essential for every individual working in an organization. Every organization should treat them with respect because this will have a positive impact on the performance of the individual if they feel like the organization and their higher authorities have respected them and are treating them fairly and considering their matter as valuable and equally important. Because every individual in the company wants to feel that if something happens for any cause, their problems will be taken seriously (Tyler, 2007). Respectfully, it increases the

likelihood of self-preservation among the recipients. Social identity is strengthened within a group when the inclusion of decision-making processes occurs, thus increasing individuals' self-esteem and trust (Lind & Tyler, 1988). Respectfully, it increases the likelihood of Self-preservation among the recipients. Social identity is strengthened within a group when the inclusion of decision-making processes occurs, thus increasing individuals' self-esteem and trust. The rights of every individual should be clearly stated, and those rights should be viewed transparently. Furthermore, in any case, employees must have a clear picture of what will happen. The organization will have arrangements for the problem, and the organization respects them.

2.2.4 Trustworthiness:

Trustworthiness has also become a central element when evaluations based on a decision-maker are studied, of which consideration and sincerity define a higher-order relationship with recipients. Thus, according to the researcher Tyler (2017), previous studies have shown that individuals tend to conclude when it comes to a senior management's ability to consider opinions in decision-making processes. That is, senior management, within this dimension, must be open and honest with the creation of decisions where all parties are given a chance to tell their side of the story. Where personal and subjective opinions should not form the basis for decision-making. The central element within the dimension of trust is that the recipient should be allowed to present the grounds that are considered to be of great importance to the person concerned in front of senior management, regardless of the nature and size of the arguments. Likewise, senior management needs to give the person concerned a chance to express opinions, whether justified or not (ibid). Thus, this dimension can also be seen based on Lind & Tyler's (1988) reasoning about individuals' need to strengthen ties with employees and groups of people, of which social relations can increase an individual's credibility when decisions are made.



(Theoretical framework illustrated by the authors)

Thus, the above variables have been studied with the aim of categorizing the respondents' experiences of fair proceedings from a pandemic perspective.

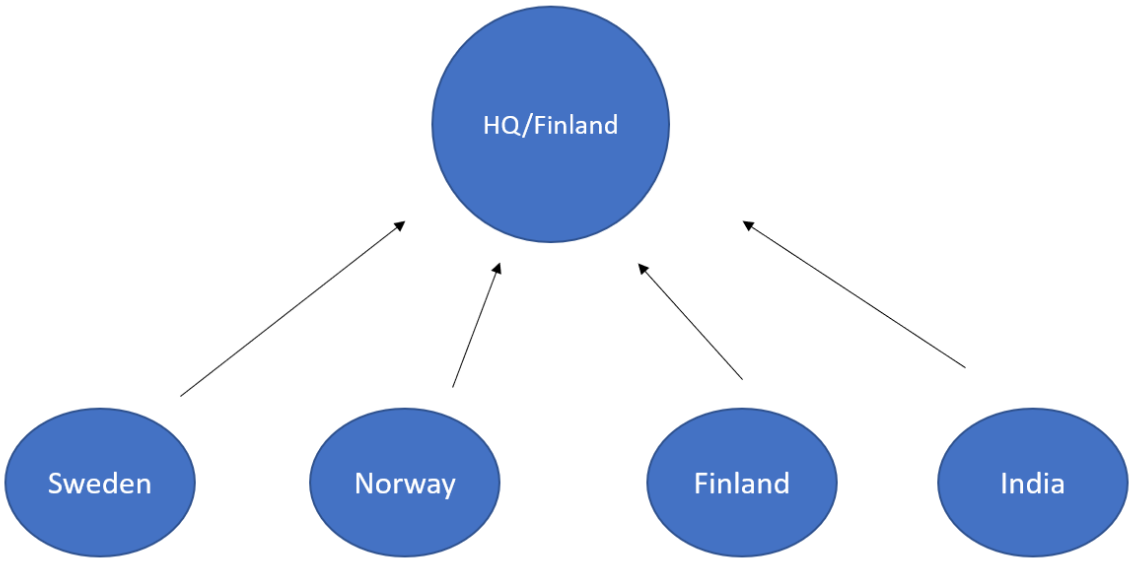
3. Method:

This section describes how we have proceeded to study procedural justice and how methods are most suitable for answering the research question.

3.1 Research Strategy:

By conducting a case study, the purpose of the approach has been to investigate a phenomenon within an authentic context. That is, how justice is experienced within an organization among managers at various subsidiaries spread across countries' borders. Thus, Yin (1994) proves that a

case study is tolerable when the boundaries between phenomena such as procedural justice do not have clear connections with an authentic context. A case study is preferable to studying procedures among subsidiaries from a Covid perspective if opinions and experiences are contextualized. Using a case study, the researchers have systematically delimited a phenomenon whose purpose is to be elucidated by studying subsidiaries belonging to an MNC and only managers. Through this delimitation, Merriam (1998) also argues that a case study allows a study to be delimited, i.e., to create space for researchers to study a research problem within a context.



(Visualization over researchers' case study)

Thus, the researchers have chosen to study four subsidiaries belonging to an MNC whose geographical location is spread across country borders. By studying four different units within an

organization containing managers, the purpose is to obtain as much information as possible to clarify how procedural justice has been affected during Covid.

The researchers, in this case, have chosen to study a phenomenon linked to the pandemic. The selected theory, according to previous research, motivates future studies of procedural justice when changes within organizations arise. Thus, Eisenhardt (1989) recommends implementing a case study when new research areas are studied. Hence, it is justified based on Konovskys (2000) research, which believes that PJ has only gone through two out of three instances within the research life cycle and encourages new studies in the field.

It is also justified that a case study is preferable when "how" or "why" questions should answer a research question (Eisenhardt 1989, pp. 548). Moreover, the research question "how procedural justice has been affected during the pandemic" is suitable for the researchers in this case when something new is to be studied.

Thus, a case study has been beneficial when the researchers have chosen to carry out a case study given the opportunities that have been provided given the opportunities that interviews create. The researchers were allowed to ask questions until sufficient answers formed the basis for the study. Also, that they are given the opportunity to immerse themselves in a subject, as other methods do not to the same extent. Thus, a research problem, delimitation, and theoretical frame of reference have been developed to answer the research question. Similarly, the researchers do not intend to generalize any answers because it is an organization that is studied with only nine participants (Ghauri, 2004).

3.2 Choice of Case:

When it comes to choosing cases, we have been careful about who we want to study and what context it is about. Thus, there has also been reasoning about which companies should be studied, as we can know with certainty that procedural justice exists within the organizations being studied. Therefore, the researchers have, for a period needed, with the help of personal contacts, gained

insight into a multinational company where managers are seen as autonomous and independent. Whether procedural justice is explicitly advocated, we can certainly not know due to the lack of internal governing documents. On the other hand, it has come to our knowledge that transparency and openness are advocated within the chosen case, which increases the validity of the subject studied (Bell et al, 2019). Moreover, in chapter four, a company description will be provided for the reader.

3.2.1 Selection Of Respondents:

Below, the researchers illustrate which subsidiaries have been studied and a coding of A-D, which will be used later in the analysis.

Subsidiary	**Description**	**Country**	**Number of respondents**
A	**Electronics**	**Sweden**	**3**
B	**Electronics**	**Norway**	**2**
C	**Electronics**	**Finland**	**2**
D	**Sustainable Energy**	**India**	**2**

(Table of respondents and additional information is found in appendix 2)

3.2.2 Data Collection:

The researchers in the current study have collected both primary and secondary data to examine the organization's procedural justice with particular regard to headquarters and subsidiaries' relationships. Likewise, how mandates from the HQ were issued to different subsidiaries during the crises and how it is perceived, and what challenges the subsidiaries faced in following the sudden instructions during the time of crises.

3.5 Primary Data:

Primary data is an essential source for collecting detailed knowledge about the challenges faced by the chosen MNC, how the relationship was affected between the headquarters and the respective subsidiaries, and how justice is perceived within an organization. The researchers decided to interview different respondents digitally through Microsoft teams since it was challenging to have in-person interviews during the pandemic time and have respondents in other geographical regions. The interview was both structured and unstructured as the researchers have a structured questionnaire through which further questions could be added as in the current type of study (Blog, F., 2020). the validation of data is mostly based on the opinions of the respondents. They were asked to answer the questions based on their personal views and what they perceived during that time. So, the structured questionnaire consisted of 25 questions in total under the four headings: the four dimensions of procedural justice, i.e., Neutrality, Respect, Trustworthiness, and Voice.

Thus, the researchers chose four different subsidiaries located in other parts of the globe and interviewed top positioned managers in that respective subsidiary responsible for essential business operations. The subsidiaries chosen were located in Finland, Norway, Sweden, and India. The structured questionnaire was the same for all the respondents; however, the additional questions asked were a bit different based on the response from the respondents.

The interviews were recorded on an audio device, and additional notes were also written during the interviews to cover every possible aspect making it a more valid process. In total, nine interviews were conducted with three managers from Sweden, two from Finland, Norway, and India.

3.6 Research Process:

For the research logic, the current field of study could be referred to as the deductive approach. In the deductive approach, a structured process is undertaken to test a general rule or any theory to test a specific example. Using a conceptual framework that explicates the social phenomenon, one or more hypotheses could be generated to test. And the method of data to be collected for the study is also based on that. So, the case study researchers wanted to try was the relationship of headquarters and subsidiaries regarding procedural justice in the light of extraordinary evidence from the pandemic Covid-19, which hit the world in early 2020. Therefore, the researchers used the deductive approach.

Authenticity is very critical in every qualitative research (Ghauri, P. 2004); hence the researchers decoded the data from the interviews consistently using NVivo 12 software. Soon after they were done with an interview, this helped them a lot in understanding the responses in an appropriate way to get a better sense of understanding the targeted study. The researchers then matched the decoded data with the notes written during the interview to avoid any ambiguity and decoded the interviews with extensive care, investing a lot of time to make them more authentic.

3.6.1 Research approach– induction, deduction, and abduction:

Through a designed research strategy, we have used deduction, which means that we test fair theories and try to understand these through the empirical material that has been collected. Through a deductive approach, the purpose is for the researchers, with the help of existing theories and previous research, to understand the sample that has been studied. Using a deductive method, however, presupposes that the researchers formulate hypotheses around the theories that have been

formulated, of which the empirical report describes the understandings of the researchers' assumptions (Bell et al, 2019).

Thus, the researchers start from the theories that have been collected about the studied subject to later test the hypothesis that: the experience of procedural justice has changed after the progress of the pandemic. We are also motivated not to use an inductive approach, given that the researchers do not aim to convey general conclusions on a few observations. Similarly, researchers believe that a combination of deduction and induction is not considered necessary, as the abductive method requires a revision of a model (Bell et al, 2019). Hence, the researchers instead aim to instead understand a field that has not already been studied as much within which our parameters: Voice, Neutrality, Respect, and credibility, aim to contextualize procedural justice during the pandemic. By exploring an area where there is a lack of literature and theory, it is our intention to expand the understanding of the already existing one, of which the abductive method is not considered necessary.

3.7 Positivism vs. Hermeneutic:

It is also justified which approach the researchers use when answering a research question. It can be seen from a positivist or hermeneutic approach where empirical material is interpreted. Moreover, the big difference between these is whether the researchers look at the knowledge that is collected. Thus, we claim that there are no truths to be obtained but instead experiences and interpretations, which are rather in line with the approach of hermeneutics (Bell et al, 2019). Thus, our parameters: voice, neutrality, respect, and credibility, have been treated separately, which has enabled the understanding of the experience of fair procedure among the respondents during a pre-and-post perspective when managers have to make decisions. Through the teachings of hermeneutics, the researchers have been given the opportunity to contextualize the respondents' experiences during each parameter both before and after the pandemic; opinions are the basis for the analysis.

3.8 Quality/Trustworthiness of study:

When it comes to the quality and reliability of the study, the researchers are aware that qualitative data can be time-consuming due to external factors, so it can be about time, resources, and respondents' opportunity and willingness to participate in the study. Also, that the researchers have a limited selection of what is to be studied, who is to be studied, and in what context the study is intended to relate. Through Bryman & Bell (2015) report, the researchers have taken the help of four methods, which describe a researcher's tools for increasing the credibility of a study. Through credibility, transferability, reliability, and confirmation, the probability of a complete survey of a truth increases. Likewise, the four methods may be of greater interest for qualitative studies compared to validity and reliability that are more applicable in quantitative research (Bryman & Bell, 2015).

3.8.1 Credibility:

Thus, Bryman and Bell (2015) outline the most important components when it comes to credibility. Likewise, the sampling method used can determine whether a study is seen as reliable and convincing (Lincoln and Guba, 1986). Thus, Eriksson and Kovalainen (2015) reflect those qualitative studies look different from quantitative ones, where a selection method should be explicit and continuous. Therefore, it can be argued why the researchers have only studied managers belonging to an MNC in different places in the world. Through this delimitation, the researchers have increased the probability of a theoretical generalization, which is presented at the end of the study.

3.8.2 Transferability:

Whether the study is transferable is mainly about what can be said about what is being studied. Thus, transferability takes shape in the external validity of qualitative

research, which Bryman & Bell (2015) describe as what findings can be found in the study so that future researchers can take part in the study we present. Thus, the research on the experience of procedural justice among managers within a multinational under a Covid-19 perspective.

3.8.3 Dependability:

The purpose of reliability is to ensure that we, as researchers, have been careful with the research. Where all parts of the research process must be reported, such as selected problem formulation, selection, theory, etc. (Bryman & Bell, 2015). a lack of research in procedural justice during a pandemic can be explained by how accurate our conclusions are.

3.8.4 Confirmability:

Confirmation is also known as the objectivity of the research that represents that the researcher has acted in good faith and made logical interpretations of the results based on the results that have been collected. Similarly, both Bell et al (2019) and Eriksson & Kovalainen (2015) describe the importance of the researchers not acting partially during the study but instead relating to the subject neutrally. Through semi-structured interviews, descriptions of research, and high ceilings, the purpose has been to enable respondents' willingness to answer the questions that formed the basis. Confidentiality and anonymity have thus been used to assure the respondents a role without jeopardizing their professional profession.

3.9 Ethics:

Thus, the researchers have considered which ethical perspectives should be respected when conducting the study. Hence, Bell et al. (2019) suggests how researchers should handle qualitative studies when it comes to interviews. By studying procedural justice from a manager's perspective, it is of the highest priority to protect the respondents with anonymity through the nature of the study. It also protects not only the respondents but the respective companies they represent.

Similarly, early in the process, the researchers informed the respondents in advance which subject to study and the types of questions that may occur during the study in order to respect the ethical principles of the research with certainty. Thus, respondents have given their consent to publish the researchers' empirical material with the aim of strengthening the credibility of the study. The researchers have further explained the purpose of the research, where each of the respondents has also been assigned a copy of the empirical material with the possibility of correcting what will be published. The researchers have contacted the respondents through a personal network, of which they later "snowballed" us on to the next. Each of the respondents has had the opportunity to take part in questionnaires and previous material with the aim of finding security for the respondent to participate in the study.

4. Company description:

The MNC that the researchers chose is an energy company that produces and supplies energy and is a public company. Its headquarters are in Helsinki, Finland. MNC has its operations in different parts of the globe, including Europe, Russia, and the South Asian region. MNC is amongst the top five on the list of Europe’s biggest carbon-free electricity producers, having Europe’s largest nuclear power plant and having a huge reputation among gas suppliers of Europe. The MNC is a listed company in one of the reputed stock exchanges of the country.

The MNC has a giant structure that is divided into multiple divisions based on its operations, and a few significant divisions are Generation, City Solutions & Consumer solutions.

These divisions are responsible for providing heat, electricity, gas, cooling, and smart solutions in their operations in more than 30 countries, having almost 16000 professionals working at different subsidiaries.

Different divisions include the power production of the Scandinavian Region, including hydro, wind, and thermal power production. It also has portfolio optimization, trading, and worldwide nuclear services. Based on its operations, some divisions outside Europe also manage segments like heat and power production, and their respective sales activities more than 1.5 GW of renewable power production is also included in that division by joint ventures outside Europe. Some divisions include operations that are responsible for sustainable solutions for inner-city ranges. heating, cooling, waste-to-energy, and other circular economy solutions, as well as solar power generation in Scandinavia, the Baltic countries, Poland, and India. The MNC also accounts for the electricity and gas retail business in most European regions, including Scandinavia, Poland, and Spain. Customer solutions and invoicing business mostly in the Nordic region, have more than 2 million customers in Norway, Sweden, Finland, Spain, and Poland.

The MNC is primarily focusing on carbon-free production of energy, and for that, it has invested vast amounts of money so its consumers can have sustainable and affordable power solutions.

In alignment with the Paris Agreement, the company targets the highest level of carbon neutrality by 2050. And by 2025, they will be able to reduce 50% of the coal-fired generation of energy to approximately 4 GW. They have clear plans to quit all the coal-fired production by the end of 2022 as they are switching to gas production only.

Due to the high intensity of its operations in the Scandinavian region, subsidiaries chosen for the study were located in Norway, Sweden, Finland, and India, which had operations divided into different divisions of the MNC.

5. Empirical Findings:

5.1 Subsidiary A (Sweden):

5.1.1 Excerpts of interviews from three managers before Crisis:

Three managers were interviewed from the subsidiary, and the following were their roles and responsibilities.

Respondent 1:

Respondent 1 to our study was the customer service manager for the subsidiary in Sweden. The respondent had experience as a manager extended far back in time, but the current role at the subsidiary has only been around seven months. In explaining the position, several responsibilities were described, including the delivery of predetermined KPIs, participation in the development of the operational activities, and the cross-functional leadership team. Respondent was also part of the Nordic leadership team that fulfills the purpose of gaining access to expertise from neighboring countries.

Respondent 2:

Respondent 2 holds the title of sales manager at the subsidiary, of which the experience at the subsidiary extended eight years back in time. In describing the role, the respondent was holding full responsibility for Customer acquisition, i.e., increasing the customer base within the portfolio, including primary products such as electricity and associated value-creating services.

Respondent 3:

Respondent 3 was the brand and communication manager. Likewise, history as a manager goes far back in time. However, the current role came to light in January 2020, just before the pandemic's advance. Its role in the business included all media management for the company, which provides for communicating with new potential customers and internally with existing customers. The position was significant as it was responsible for all media handling related to news articles, magazines, and external media linked to the unit.

5.1.2 Voice:

Respondent 1: The importance of the role and voice as a manager was discussed, where the respondent had the ability to inspire employees and obtain the opportunity to speak to customers first in line. The respondents also believed that it was essential to understand the work of different managers to be later able to implement it within the division, and the voice is something they were taking seriously both from above and below the organizational structure. Authority and self-determination lie in proving what activities can be improved within the division to the senior management to implement certain decisions later. As the Customer service division is a business function, they naturally must adapt decisions to the on-site business unit that is most responsible for shaping KPIs. If you have a waterproof case, you can make changes that may conflict with Business units' visions. Based on the responses, it was assumed that their voice had some impact on the HQ's decision-making process relating to certain business matters. On the issue of participation and involvement among employees, the respondent's view was that transparency and openness are A&O in leadership. Involvement in the decision-making is important. Also, decisions can be made faster to streamline the business, but ideas must go through a line of many managers before decisions are made, and that is what the procedures were prior to covid-19.

Respondent 2: Through decentralization, the purpose is thus for the business to be conducted through transparency and openness. Similarly, it appeared that respondents were responsible for creating goals and follow-up in the creation of KPIs based on their expertise. Respondents saw its role and division as the heart of the business and believed that the responsibility was high for the flow of customers. Likewise, it was important to be at the forefront when it came to creating understanding for external actors, especially within the matrix structure. There was a balance between ideas and potential choices, so the voice had some impact on the top management. At the same time, it is pointed out that it holds several seats and that the HQ does not care if money comes from the left or the right pocket. Likewise, the business unit and function were described as playing the piano. Namely, the business function is responsible for how the piano is supposed to be played, while the business unit accounts for what they want to play. Based on the responses it could be assumed that in the important business matters, the voice of the subsidiary managers was listened to, and their suggestions were respected before the final decisions.

Respondent 3: Organizational structure was referred to as the matrix structure that included the business, which provides for reporting to two other managers. It appeared from the responses that the respondent was influential during the decision-making prior to the pandemic and had an impact on the voice of the higher managers through which it was conveyed to the HQ.

All three respondents explained their voice to be important in certain matters, and they believed that their voice was given importance prior to the pandemic, which was necessary for their opinion based on the structure of the organization.

5.1.3 Neutrality:

Respondent 1: The opinions mattered, not fully but to a large extent, and while developing KPIs it was the part of the team who set standards for the unit. HQ was

not involved in the activities before the pandemic, and freehand was given to manage the activities. There seemed hardly any ambiguity in the decisions made by the higher-level managers at the strategic level. And the guidelines were transparent and clear.

Respondent 2: Organization was described as a matrix organization where everyone at the same level had a proper set of guidelines. And opinions mattered as far as they were in line with the guidelines issued by the HQ which were quite transparent. After receiving the targets from above, it's up to the respondent to find the best suitable alternative to achieve the organization's goals. They were provided with this opportunity to express themselves and their vision to the top management in this regard. And had this optimistic vision that this approach would have a great impact on the business side. When asked about reporting, it was mentioned that in the structure of matrix organization, it's more of a decentralized environment where the reporting goes in multiple directions within the same level of business matrix and does get reporting from their side. Hence, it's like a web that holds everything together with a strong flow of information.

Respondent 3: Was partially autonomous in decision-making when the brands were concerned and were free to make decisions in the company's best interest. There was no direct involvement of the HQ in the brand matters of the subsidiary. It was kind of a decentralized environment relating to that. Further mentioned that there was autonomy, and it did not need to report directly to anyone when the brand was concerned if it was not against the company's interests.

Based on the responses from all three managers, it was assumed that they did face any ambiguity in the HQ's guidelines prior to the pandemic. They were given a free hand in their respective departments with general instructions from the HQ.

5.1.4 Respect:

Respondent 1: When asked about being respected by the higher-level managers, the respondent was quite satisfied. It was more like a mutual understanding, and things were discussed before the final decision was made. Being an expert in running customer service, opinions matter in this regard. It was added that respect and being respected is something that provides motivation, and that was the case that the respondent never felt disrespected at any time.

Respondent 2: When researchers asked about their personal opinion about being respected by the supervisors, the thought was quite positive. There was a strong influence on normal routine operations in every decision and was always given a chance to express their opinions before making the final decision. Respect is something important, and if it is eliminated, there will arise a sense of discouragement in the minds of the employees.

Respondent 3: Was respected at every management level having close communication with the managers and at the same level with the employees. The advice was given importance in brand matters, and before finalizing decisions, communication was made at regular intervals.

Based on the responses, researchers found out that all three managers had a positive view about the element of respect prior to the pandemic, and no negative thoughts were perceived.

5.1.5 Trustworthiness:

Respondent 1: On the question of trustworthiness regarding HQ's influence and directives, it was believed that decisions made from above were legitimate and in the best interests of consumer solutions. However, special activities could be handled in other ways if the unit is allowed to decide entirely on its own. However, before the pandemic, it was believed that when final decisions were made, they normally had no conflicts with it as it was properly communicated.

Respondent 2: When asked about HQ's decision-making and legitimacy over the subsidiary, the manager responded with wise and thoughtful explanations. Moreover, the HQ decides on setting KPIs, and the unit has the ability to adjust these if necessary, changes are required. HQ had a much more significant impact than the subsidiary. There were situations when the top management may not make the most reasoned decisions, where the unit had to express its expertise with varied outcomes. It was crucial to stand behind a leadership team's decision to increase credibility regardless of personal opinions. The high degree of transparency and commutation is the basis for credible decisions created within the organization.

Respondent 3: From the subsidiary, experienced instructions from HQ to be legitimate and protect the subsidiary. It was necessary to trust the directives from HQ no matter what, based on the premise that it was in the business's best interests. It was believed that the subsidiary is decentralized in its way of working. The freedom could be experienced to carry out the daily work under and collaborate with other managers in the office. Whether the processes behind the decisions of the top management can, in some cases, be unavoidable, it is necessary to trust everything that is conveyed. Moreover, if employees perceive directives to be legitimate, they are allowed to fill in questionnaires on work situations and areas for improvement every month. Likewise, that information sharing is offered monthly for all employees in the line to take part in the news about the business.

All three managers had similar opinions regarding trustworthiness.

5.2 During Crisis:

5.2.1 Voice:

Respondent 1: There were some difficulties during the pandemic. Some decisions from the top management have been made without involvement, which was understandable given the nature of

the pandemic. There have been cases where colleagues and salespeople have not had the opportunity to express opinions due to the rapid change in the work environment. This has naturally led to misconceptions about how the daily work should be handled and what rules to apply in the future. Whether the Swedish authorities have impacted the business, the respondent mentioned that, for a period, they had recommendations where each company may operate under their auspices and expertise. However, it has been overruled by the HQ's rapid policy changes, which led to a rapid change without participation from the Swedish office.

Respondent 2: There were difficulties during the pandemic in coordinating and communicating activities between managers to reach out with their wishes. It was added that it instead felt like a Centralized structure where they mostly follow orders, which to some extent may not be what the unit hoped for. It also appeared that it would have been desirable to have more discussion and dialogue with all employees in the office, regardless of the title received. The goal was to increase engagement. There have been periods during the pandemic where employees had not understood certain rules that had been issued regarding the daily work, and they always tried to include everyone's opinions. On the other hand, very little can be conveyed high up in the line as it requires more communication when it is already stressful, and the work is remote. It also appears that a rapid changeover occurred during the pandemic's initial phases, as offices and chores were adjusted in a short time, given Finland's restrictive Corona handling. It appeared from the response that during the pandemic respondent was not involved at all during the decision-making process from the HQ as it was before the pandemic.

Respondent 3: During the pandemic, collaborating with the support of the Nordic leadership team where information was collected and shared to compile what type of communication was to be communicated to the outside world. Respondents reported to Sweden and Finland when particular decisions were to be made and raised questions on how media handling is handled during covid. The division had also communicated a lot with all employees at the subsidiary to conceptualize the pandemic's effects on the outcome. There were a lot of discussions about what was right or wrong, but it was mainly a matter of presenting those opinions to their reporting bodies. But it appeared from the response that during Covid, opinions were not taken into account by the HQ while issuing guidelines and mandates.

Based on all three responses, it was noted that during the pandemic, their opportunity of voice was diminished all of a sudden as HQ was directly involved in business matters which was not the same before the pandemic.

5.2.2 Neutrality:

Respondent 1: Although the respondent was not working with the MNC during the pandemic but was holding seven years of experience within the same line of business. The instructions came directly from HQ to move towards the home office, and managers at that time made sure that everyone must have all the resources available at their workplace. When the researchers asked that the interactions are done with customers on a telecommunication basis, and it should not have made much of a difference shifting the activities at home, it was stated that even though people have more time to work from home. However, still, the efficiency was reduced because the calls took a long time as employees working from home could not be checked what they were doing in between calls as opposed to working within the office under the supervision of the managers and team leaders. That dynamic atmosphere of working in the office with 50 other employees cannot be felt at home. And, if any employee is facing any trouble in their work, one can imagine how long it would take to get it settled with no direct team leader available for the support function. And how hard it could be for the team leaders to be available for all sales personnel remotely and handle each message on how to proceed with customers' experience. It was believed that it was not the right decision for the HQ to implement the Finnish rules in Sweden as the local lockdown conditions were a bit different from Finland.

Respondent 2: Described the pandemic situation as a very chaotic scene as the respondent was in Brazil at that time and had no idea what was going on in Sweden, so when they arrived back, they had this emergency meeting, and that set of meetings are still going on to this day as described. The first instructions received from the HQ were in line with personal opinions. That was to keep the employees safe. There were a lot of adjustments that needed to be done in different channels and different sales activities to ensure that they had safety as their first priority. It was hard as a manager to shift every business activity toward the home office, but they were able to manage things well. On asking what different could have been done, he stated that sudden closure of the

office activities could have been managed otherwise and everything should have been done by series of necessary actions and by doing so the efficiency which we lost in the process could have been maintained if not at the same pace but at least to the nearest possible level.

Respondent 3: When it came to important matters such as the pandemic, suggestions did not matter at all, and if a decision was made, the whole unit must comply with that. HQ directly issued them a mandate of moving towards the home office, and the guidelines were quite strict; when asked about their opinion in the matter, researchers were told that the subsidiary had to follow what the HQ stated even though the respondent was not satisfied with the decisions because the local condition in Sweden was not the same as it was in Finland. The restrictions were not that strict, and the HQ asked them to follow the Finnish rules like wearing face masks, etc. There was no complete lockdown in Sweden as in Finland, and they wanted to run the business activities of the unit on-site and not from home. But still, they had to comply with the decision made by the HQ. Working from home did not make much of a difference, and everyone was provided with the required resources to run the operations smoothly.

Three managers, to some extent, disagreed with the decisions of the HQ during the pandemic.

5.2.3 Respect:

Respondent 1: As far as the pandemic was concerned, the respondent was not involved in decision-making. It came from Finland, and the whole unit had to comply with the decisions. Satisfaction was shown towards the Finnish mandate to some extent as the safety of the employees must be the first preference. But things could have been done differently as the unit faced many troubles by running customer service from the home office. The efficiency and performance were decreased a bit. There were certain operations in the customer service where you needed to meet the people and check that everything was in order or not? A lot of engagement was lost with the customers due to the lack of supervision of the employees. Things could have been managed more accurately if the HQ had made proper communication with the subsidiary before the issuance of the final decision.

Respondent 2: During the pandemic, it was believed to be a good decision from the HQ, and the management of the subsidiary would have done the same if they had the same amount of information that HQ in Finland had at that time. The respondent's personal opinion was a bit different. It was mentioned that the respondent could have done something differently if was allowed to make decisions at that time because, under those circumstances, the unit had more information than that available to Finland. Every country has its conditions and restrictions. What is happening in Finland does not necessarily mean that the same is happening in Sweden or other countries. Even though a tremendous job was done to manage the work activities during the pandemic, a lot could have been done if the HQ had involved the local managers in the decision-making.

Respondent 3: When the researchers asked her whether the same happened during the pandemic as it was happening before, it was stated that the instructions came directly from Finland. In those severe matters, opinions do not usually matter. The unit had to comply with the mandates issued by the HQ. The support from the Finnish HQ was something to be praised. As they arranged well-being and motivational seminars, they have developed mobile apps where one could talk to an expert and discuss stress and depression caused by the pandemic. They also had this short break session during work, and all these things would not have been provided otherwise, and for that reason, she thinks that HQ took care of them quite well. However, during the pandemic, the involvement in the decision-making vanished all of a sudden.

Based on the responses from three managers, it was assumed that they felt the difference during the pandemic and the element of respect was not the same as it was before the pandemic. However, one of the managers praised a lot for the support during the pandemic from the HQ.

5.2.4 Trustworthiness:

Respondent 1: At first glance, the respondent expressed that HQ made the right decision to move activities from the office quickly. It was a great challenge to move all employees and technical tools from the office to home. It was easy to point out afterward what had been the right decision and who should be involved in it. Also, in retrospect, it was easy to wish for "action plans" for

special events such as the pandemic. We also get narrated from the respondent's perspective that the office initially had to, on its own, allocate which tools to use to work from home based on HQ's directives. Likewise, there had been requests to possibly follow Sweden's guidelines to enable working from home step by step. Not all employees have had the opportunity to arrange a home office at short notice. Moreover, they had a representative who explicitly presented managers from the subsidiary's views to the HQ, with mixed outcomes. The respondent believed that managers wanted to express what was best for the unit.

Respondent 2: Respondent experienced the situation based on its own opinions on what could have been different or right or wrong in the process, that it was a "no brainer" to move the office to the home environment. Nevertheless, the challenges with that transformation arose: the distance between colleagues and the work process that was difficult to explain at a distance. Likewise, how much time was required just by communicating rather than doing the actual work? During the initial phases of Covid, employees experienced difficulties in being efficient and ended up working more hours a day. As the MNC was a global company with differentiated divisions and involved external stakeholders in each country, situations may arise where managers do not have much to say about something. The respondent stated that decisions were made daily at the manager level but that not everyone got the opportunity to express opinions to HQ.

Respondent 3: The respondent's views were expressed positively about the rapid action to move the workplace. Also, it would not have been necessary with internal processes to discuss what measures could be taken from the subsidiary side. That is, HQ's decisions were legitimate and correct during the pandemic. Thus, the respondent also reflected that no one from the manager level asked about expertise, which was unnecessary from their own perspective.

It was a mixed response from the three managers. Although they were trusting the decisions from HQ involvement, they felt like they were not trusted at the level of expectations as it was before the pandemic.

5.3 Subsidiary B (Norway):

5.3.1 Excerpts of interviews from two managers before Crisis:

Two managers were interviewed from the subsidiary, and the following were their roles and responsibilities.

Respondent 1:

Respondent 1: was the Customer service manager for the Norwegian subsidiary, with an extensive experience of 12 years. The respondent had the overall responsibility for over 70 customer service and back-office employees and was primarily responsible for overall responsibility for all KPIs, like the efficient sales traffic. Concerning the daily operation based on target KPIs. Moreover, the division gave the first impression of the company. The respondent's role was also expressed as very important in that the division was seen as the heart of the business when the first contact with customers is formed.

Respondent 2:

Respondent 2 was responsible for the overall profit and loss responsibility for the business-to-consumer segment, which was explained by all incoming sales accountable for the B2C market. Respondent had worked as a manager for most of his professional career, of which the last five years he had worked for the current subsidiary. The role was significant in explaining that it gave directives to all managers and functions within the business.

5.3.2 Voice:

Respondent 1: It appeared that all decisions for the division, both large and small, in operational matters were made by the respondent. The respondent is largely autonomous, and her voice was taken seriously by the HQ normally, i.e., prior to the pandemic. When it comes to whether the respondent involved employees in decisions and the formulation of ideas, these were rare cases when they got their vote through. It was broadly about employing large machinery when decisions were to be made and when thoughts were to be conveyed. But in the respondent's unit, it was expressed that their voice had an impact on the decision making, which is something necessary to achieve the best outcomes.

Respondent 2: Autonomy was provided when decisions are to be made as long as it concerns cost issues. The respondent's voice was highly respected among managers where a lot of room for personal expertise was used. In any case, it was believed that a top-down government is most often reflected in the guidelines of activities in decision-making. Thus, many decisions were made from above, whereas it was later at the managerial level to motivate and reflect on whether decisions should be made for the good of the business.

Based on the responsibilities of both managers, it appeared that they were keen on having the involvement in the decision making and always considered voice to be important as far as departmental matters were concerned.

5.3.3 Neutrality:

Respondent 1: When asked about the influence on decision-making, the respondent was heard with opinions at a higher level. Despite having regular communication with the HQ, they didn't have anything to add to a final decision when made by the HQ, and everyone must comply with it. The clear picture of transparency in the decision-making from the HQ was not expressed as they were

only following the procedures. Communication was not directly made with the HQ but to several managers in different business units within the same business, and then those managers were responsible for reporting their activities to the HQ in Finland.

Respondent 2: When asked about his opinions on decision-making processes, it was mentioned that suggestions matter in important decisions. However, when the final decision is made with or without the respondent's opinion, everyone in the unit must comply with it fully. Most decisions come from the top at the strategic level, and at an operational level, managers were autonomous in decision-making.

Both the managers were not mostly concerned about the decisions from the HQ as they were not directly affected by it prior to the pandemic.

5.3.4 Respect:

Respondent 1: Felt that the HQ respects her, and she transfers that to her employees as well. And during the normal days, i.e., before the pandemic, the manager was actively invited to participate in every decision and never faced any serious troubles with the HQ in setting KPIs and is always heard with the opinions. And that was something taken very seriously within the subsidiary as involvement in the decision making and respecting the one who could be affected by the decisions. So, the overall picture could be seen as a satisfaction level of respect prior to the pandemic.

Respondent 2: When asked about whether being respected by the superior bosses, the respondent stated that this is what is believed and never had any conflicts with higher bosses during his time at the office and that the whole unit is always treated with the respect when it comes to providing the resources to meet the overall organizational goals.

Both the managers had a positive view of respect and being respected prior to the pandemic.

5.3.5 Trustworthiness:

Respondent 1: When asked whether she feels that HQ's directives and interests are legitimate, the respondent feels excellent credibility. Thus, the respondent believed that she was, of course, involved in decisions and motivated by why and how certain activities should be carried out in order to receive approval from the managers later. So as far as trust was concerned, no serious concerns were raised in the subsidiary prior to the pandemic.

Respondent 2: Believed that directives from HQ were legitimate. Moreover, directives issued by the HQ can be questioned and motivate what is best for the market in Norway. Thus, the respondent justified having the best overview and expertise in the Norwegian market. It may seem not very easy to follow directives that all subsidiaries must follow in some cases. Concerning the question of credibility, discussions sometimes need to be heated for special divisions/subsidiaries to justify their interests for the benefit of the business.

No serious concerns were noted prior to the pandemic relating to trust issues.

5.4 During Crisis:

5.4.1 Voice:

Respondent 1: When it comes to crises such as the pandemic, discussions were made with the manager in Finland and the business unit in Norway. In most cases, very many managers were involved in decisions, of which the other 70 employees would entail too significant a burden and little benefit to the business. During those days, the discussions were about when and how they should handle office work when most of their employees had begun to prefer the home environment. The respondent had not experienced colleagues being contradictory when decisions were made but advocated openness and transparency. Whether the voice was taken seriously at HQ during the pandemic, it was expressed that things were not the same during the pandemic.

Opinions from the subsidiaries were not taken into account while making decisions as opposed to what happened before the pandemic.

Respondent 2: Researchers were told that the manager did not seek the opinions of other colleagues but only consulted with highly positioned managers when making decisions about Consumer solutions' plans to deal with the pandemic's effects on the business. Also, it was mainly Finnish rules that apply to the office in Norway when it comes to closing, opening, or acquiring hybrid schedules for employees to be in the office. And was not given a chance to express their opinions regarding the pandemic which was something different he mentioned.

It appeared from the responses that both managers felt they lost their voice during the pandemic, but they had to comply with the instructions from the HQ.

5.4.2 Neutrality:

Respondent 1: When the pandemic hit Norway, the HQ issued the guidelines to move the work activities to home, but at the same level that daily operations should not be restricted, they had issued a strict set of rules, and they had to follow it. Necessary steps were taken to provide every employee in the unit with the necessary equipment so that the efficiency of work must not be disturbed. Regular communication was made with the managers from other subsidiaries, and the unit learned a lot from them as they were facing the same situation, and it was beneficial to hear how they were running the operations.

Respondent 2: HQ asked them to identify the potential problems and report whether they must close some operations or limit them to some extent. Several sales channels were closed for a while, and the primary reason behind that was to keep his employees safe; that was also what HQ in Finland issued guidelines about, so everything was quite transparent. Then the office was moved towards the home office, and everyone was provided with the necessary equipment so that efficiency would not be reduced at any cost and the operations would be run at the same pace as before the pandemic.

Both the respondents did not have any issues with the transparency in the decision-making even after the pandemic.

5.4.3 Respect:

Respondent 1: Although HQ was stricter in their mandate issued about the restrictions, some specific suggestions were put in front of the HQ, which they could agree upon to some extent, which proved beneficial for both the employees and the company. When moving to the office, a hybrid model was introduced to a limited extent, and employees were allowed to have their breaks even though they were working from home. Team leaders were also in constant contact with the employees and provided them with the necessary support in terms of knowledge and motivation. There were some difficulties when coming back to the office. They had to follow specific safety measures such as wearing face masks all the time and sitting at a distant place. Employees were not able to socialize with co-workers. In that situation, when employees were tired of not socializing and working from home for so long, they wanted to socialize more and sought permission to do so. In this regard, the HQ was relatively stricter with its policies. They had provided the platforms for employees to express their opinions, but it did not add much value as they were more of a formality. Likewise, HQ's guidelines were pretty strict, and they set up all the KPIs more or less.

Respondent 2: The whole team was provided with the necessary resources for shifting daily business activities toward the home office. There were regular monthly corona meetings to deal with existing and potential challenges. These meetings were not that helpful, but the actual resource that added much the value was the HQ's trust in them. That was something that encouraged you astonishingly. The respondent further explained the situation when one of the critical people faced the covid-19 infection and unfortunately died of it. That loss hit them hard as he was the single source of knowledge in that position, and finding a replacement was not something easy. When we discussed that scenario with our higher managers and through them to the HQ, they motivated our unit by encouraging us through faith and trust that we are the ones who can do that and are capable of doing so. Although satisfaction was shown with most of the HQ's decisions, they still had some issues in following specific commands that things could have

otherwise managed if he was allowed to make those decisions. However, the whole unit had to comply with what was instructed by the HQ. The efficiency dropped a bit during that time, but it was nothing drastic as much worse could have happened under those circumstances.

It appeared from the responses that even after the pandemic, they were still being respected to some extent, and their concerns were respected with some limits; however, the overall picture presents that thing were not the same as before and also could have been managed differently.

5.4.4 Trustworthiness:

Respondent 1: The respondent points out that no one from management consulted when new working methods were applied. Whether the respondent's employees perceived directives as legitimate was left unsaid due to the enormous personnel responsibility. However, the majority of employees on-site appreciated the rapid transfer of the work environment to focus on well-being and safety. Few employees experienced difficulties with some change, which has been received with openness when directives from top management are to be explained to those affected. Furthermore, Doubts arose when computers and associated tools moved from point A to point B briefly. It was experienced as stressful and unnecessary, given that the hopes were to be able to work on-site shortly after the directives. The unit quickly adapted to the new work environment and instead found it challenging to get back to the office. It was believed that a hybrid model works better than a fully digital work: socialization and a higher degree of control.

Respondent 2: Whether colleagues perceive HQ's directives to be legitimate in light of the pandemic's uncertain nature and the quick decisions that have been made, the respondent believed they were good. Corona's handling and the new guidelines were aligned with the philosophy of the unit. The background to the successful pandemic management is mainly due to the division's holistic view of the operational department of consumer solutions. It appeared from the responses that more resources could have been invested in taking care of colleagues and enabling remote working to be more practical due to the complications accompanying personal life vs. Professionalism. There should be room for action when decisions are made when looking back at the pandemic. There was a need for more daily meetings with TOP management teams to offer

discussions regarding the design of businesses and how they should adapt to the best extent to ensure safe operational operation while utilizing market share in Norway.

Minor concerns were noted by the researchers, which the managers had during the pandemic relating to trust issues.

5.5 Subsidiary C (Finland):

5.5.1 Excerpts of interviews from two managers before Crisis:

Two managers were interviewed from the subsidiary, and the following were their roles and responsibilities.

Respondent 1:

Respondent 1 holds the position of manager business controller in his unit, of which the subsidiary is seen as HQ's extended arm. The respondent worked in the same unit for five years and was responsible for Finland's local asset management as a business controller. The role included financial reporting or KPI reporting to the management in Finland. Likewise, the role of the Manager business controller included conducting monthly financial reporting and following up on the budget process for the day, performing ad hoc analysis when it comes to profitability and costs, and likewise taking part in different types of projects.

Respondent 2:

Respondent 2 was working as a business manager in the Business unit for MNC in Finland. Likewise, work areas revolved around responsible profit and loss, the responsibility of the business unit in Finland, where the respondent bears the primary responsibility for the divisions' activities. Thus, the respondent explained that the role included some presence in HQ but mostly counts as a subsidiary as the respective unit received decisions from top management. Thus, the unit can be explained as MNC's extended arm.

5.5.2 Voice:

Respondent 1: The business was well prepared and had documented information on how operational work should be carried out in cases where colleagues were absent. Work was seen as a team effort. People with more knowledge and experience usually make decisions in important matters. Decisions are still part of the job description, but it seemed doubtful whether respondents were involved in final votes and decision-making. And the voice did not seem something taken seriously by the manager and looked satisfied with the HQ even without the involvement in the decision making.

Respondent 2: It was stated that the respondent was working in the Consumer division, which is one of four units in the business unit where the office is located. The structure was presented as a matrix organization that includes many functions and is person intensive. The work mainly consists of looking at figures and what these looks like compared to the activities performed and working with all managers from their unit in Finland. Voice was not something they were too worried about as they were always satisfied with the HQ directives and never had any conflicts with the HQ.

Based on the responses, it was assumed that voice was not taken seriously both from above or below the management level in the subsidiary in Finland. Even before the pandemic, they were just following instructions. And the managers seemed satisfied with that.

5.5.3 Neutrality:

Respondent 1: Was not directly involved in the decision-making process of the corporation even before the pandemic. He and all other employees had this questionnaire to provide their opinions, but then it was the corporation's decision, and they had to comply with it at any cost no matter if we are satisfied with it or not, but they never had any conflicts with the decisions made by the HQ as they were satisfied with the transparent guidelines.

Respondent 2: Involvement in the decision-making was something that seemed missing despite having a constant dialogue with the authorities above and also at the same management level with colleagues. Operations were reported to the head of the business unit, and it was not like a top-down approach. A clear set of goals were discussed with the managers, and they were allowed to choose their methods of performing goals in the best interest of the company. Moreover, if the HQ will still make the final decision with or without consultation, they have to accept this at any cost. And they do not have any conflicts ever with the HQ in this regard as they mentioned Finnish people are more of the rule followers as it is in their culture.

Both managers seemed fine with the HQ directives prior to the pandemic.

5.5.4 Respect:

Respondent 1: A positive feeling towards respect was noted in the subsidiary based on the responses. The respondent explained that respect gives one confidence and motivation for better performance. HQ always provided his unit with every resource possible, and the continuous flow of information has always assisted a lot in managing operations.

Respondent 2: The respondent feels that he is that lucky person who is in that position where he feels like he is being respected both from above and below in the organization's hierarchical structure. He mentioned that he influences the corporation's decision-making. However, mostly, there is not much difference in the opinions of his managers and his recommendations.

Based on the responses, it was noted that both managers had no issues when respect was concerned as they feel like they are respected both from above and below in organizational structure and never had any conflicts with the HQ in this regard.

5.5.5 Trustworthiness:

Respondent 1: Through a strong relationship with HQ, it was believed that the majority of the decisions made by HQ benefit all divisions in Finland. A great deal of responsibility at the

individual level has been necessary for the organization to function. A prerequisite is that all managers within the group or their department must communicate openly if opinions would collide with directives from above, and even if ideas collide, there are opportunities to convey these to HQ. At the same time, the respondent wants to point out that, depending on which unit a manager works in and what role it holds, it plays a role in how opinions can be conveyed up to HQ.

Respondent 2: Considered directives legitimate over the unit in Finland; during his 5-year term in office, conflicts rarely arose between HQ and the unit. Without going into detail and being interested in the insensitive background material, the Relationship with HQ was reasonable and transparent, where room for dialogue is reflected in the daily work.

Both managers had similar opinions, and that was they fully trusted the decisions of the HQ to be legitimate and in the best interest of the company.

5.6 During Crisis:

5.6.1 Voice:

Respondent 1: The office has been in line with all decisions that have taken place regarding the pandemic, both when it comes to internal and external decisions. However, the unit was not communicated before issuing the final mandate regarding covid situation. The respondent believes that MNC is run by a strong Finnish culture, i.e., less risk-averse, which can be seen as a result of the pandemic. And everyone within the unit had no issues at all as there was nothing new to them when it came to voice as the decision-making process was quite similar to it was before the pandemic.

Respondent 2: When it comes to Finland and the corona restrictions, the respondent believed that the HQ had been exceptionally quick to make decisions and has been restrictive, unlike other countries, when returning to the office. Furthermore, the unit has the most significant decision-making role and interacts with the various functions of designing KPIs. Colleagues from other functions are involved in developing KPIs, or other financial decisions are rarely the case in the

subsidiary. In ordinary circumstances, most parts desire to increase staff or similar matters that require investments on a larger scale. Where the importance lies in balancing HQ's wishes and how much value-creating potential decisions can be.

Both managers had almost similar opinions based on their responses, and it can be assumed that they had no conflicts with the HQ even after the pandemic.

5.6.2 Neutrality:

Respondent 1: The first instruction the unit received from the HQ was to move down the daily activities to the home office, and everyone was satisfied with that decision. No difficulty was faced in moving towards the home office as everyone at their homes had stable connections, everything worked smoothly, and they were able to log into all of the programs also from the hub. Likewise, the respondent mentioned that it took a while for the employees to adjust to this new way of working. Having kids at home during the lockdown, it was quite difficult to manage home activities and office activities simultaneously. For that reason, efficiency was slowed down a bit, especially in spring 2020. At that time, running tasks worked quite well. However, the development was slowed down, and anything new was taking a lot of time, which affected the overall performance of the unit because being an energy company, development is more of a requirement for the better performance of the company. But nothing more could have been done under those circumstances and everyone was satisfied with the transparency of the decisions from the HQ.

Respondent 2: Everyone was satisfied with the decision made relating to the pandemic by the HQ, and everything was managed well, and nothing more could have been done in this regard. Related to the pandemic, the first instructions were to shift activities to the home office. And then, weekly checks were established on how does this new situation affect their business? Were they able to run those operations? Should they continue the operations? Were people at work? Do they have all the connections that they need? And there's basic stuff that things were? And then the other side, of course, this affects our sales? Do they need to do something on that side? And then everything went quite smoothly, and people were satisfied working from home efficiently a bit

slower. However, it was nothing much to worry about, and on the commercial side, there were few concerns about certain factors such as unemployment. However, nothing drastic happened on that side, so the respondent was satisfied with the work complying with the mandate issued by the HQ.

Both managers seemed satisfied with the mandate issued by the HQ as they set transparent guidelines with required resources, so no conflicts were raised even after the pandemic.

5.6.3 Respect:

Respondent 1: The pandemic task force was in place to deal with the problems relating to covid, which was something new. This force was so helpful, specifically in the Nordic region where people were disturbed by the new era of restrictions—their main task was to reduce employees' stress. When asked about any positive cases, he stated that there was no drama during the first wave as they were quick enough to move towards the home office. However, when the hybrid model was put in place, and people started to come back to the office again, there were many positive cases. However, they had better management of keeping distance and wearing face masks, and the whole workplace was used to being sanitized at regular intervals. This situation was difficult to counter as sick leaves started to increase. So, to picture overall, he mentioned that HQ's decision to close down the office was the right decision, and the respondent would have done the same thing. With all the resources provided, the sense of respect was increased in the minds of the employees.

Respondent 2: Decisions were coming from the top in during covid as it was before. When the decision was made to move to the home office, no conflicts were seen, and everyone was satisfied with the decision. Based in Finland, the HQ-Subsidiary relationship was a strong bond, and neither his team had conflicts with any decisions coming from the top. During the interview, it came to the researchers' knowledge that still the subsidiary in Finland was following the restrictions such as wearing masks even after two years of the pandemic.

Based on the responses, it was believed that it was indeed in the culture of Finland to follow procedures and rules without restraints. And they were fully satisfied even with the strict corona restrictions.

5.6.4 Trustworthiness:

Respondent 1: A great deal of responsibility at the individual level has been necessary for the organization to function. It would require communication from several directions before it lands on HQ's desk. When asked how the respondent thinks about processes around decision-making on the management of the pandemic, it was expressed in positive ways. Quick decisions were made with positive outcomes for the organization. Moving to the home office was one thing, but adapting organizations regarding KPIs and the market situation was another. Thus, the division had worked closely with the development and evaluation of KPIs, where the division in Finland had been able to take part in decisions and the reasoning around them.

Respondent 2: The respondent brings with him from the pandemic the importance of clear communication and communication between managers has increased credibility towards each other, and during the pandemic, thoughts and ideas about underlying processes were shared with HQ and well received. That is, strive for the same goal and be honest with what the underlying processes look like at each unit. Moreover, the respondent would primarily act in the same way if the last voice had ended up on his desk. The unit experienced the handling of the pandemic to be professional and uniform for all subsidiaries in Scandinavia. It was explained that the reporting system goes through two directions for all managers and that one manager can sometimes forgive that directives or necessary information have reached the other. So that a mistake in the communication can put a damper on the wheel for all the units involved if certain information comes in as they are dependent on all managers to convey critical information and directives to each division.

So, there was a slightly different opinion of one manager regarding the trustworthiness issues as far as decisions are concerned it was mentioned that in the matrix organization, the flow of information is difficult to maintain in special times like pandemics while others had no concerns about the flow of information and were satisfied with HQ transparent and open decisions.

5.7 Subsidiary D (India):

5.7.1 Excerpts of interviews from two managers before Crisis:

Two managers were interviewed from the subsidiary, and the following were their roles and responsibilities.

Respondent 1:

Respondent 1 holds the position of Chief Manager HR in India. The respondent's experience as a manager in the workplace extends for six years. He would describe his role as supportive due to engagement in different business activities, with primary responsibilities relating to providing staff, knowledge, and developing KPIs, with an excellent overview of all business activities for the business unit in India. Likewise, the role is perceived as highly important due to the broad responsibility he holds.

Respondent 2:

Respondent 2 was the Administrative Services & Industrial Relations Head for the subsidiary in India

5.7.2 Voice:

Respondent 1: Because of the professional expertise in place in the office, most people usually make decisions autonomously without the influence of HQ. In any case, HQ consults with the operations in the country about once a week to discuss the operational work and the market's prospects. Independent work and autonomy were noted in the operations. Regarding the influence of employees, there were two camps: the administrative and operational departments. That is the people in the office and those who physically work on-site at the facilities. The administrative department can primarily have its wishes granted depending on the nature and size of the wishes. However, there are no alternatives for those who physically work on-site due to the nature of the work. So as far as a voice was concerned, it was taken very seriously in the subsidiary in India,

and looking at the responses, it was assumed that their MNC's Indian operations had a huge impact on voice in the decision-making process.

Respondent 2: Autonomy in decision-making depends on situation to situation. If decision-making does not harm the organization's values and moral values, the manager has free rein to act based on their own expertise. Thus, the respondent perceives his role as important when supporting other units within the business in India, where a combination of great responsibility and authority has proven to be important. As far as authorities in business-related activities were concerned, a twofold perception was perceived that the office in India is responsible for assisting consumers in the country with electricity through Power plants, as well as relating to MNC's guidelines.

Though the unit was not directly in contact with the HQ, it was still their belief that their voice was considered important through communication channels from the higher-level managers to the HQ in Finland. And that was something they felt was significant in major decisions.

5.7.3 Neutrality:

Respondent 1: When asked about neutrality, the respondent had quite an influence on decision-making. However, still, it's the president of the division in India who expresses the group's ideas to the HQ. The culture of India was not as exact as Scandinavian. Instead, they had a hierarchical internal structure, and every employee was supposed to work accordingly. However, high-level managers have autonomy in decision-making. They had a weekly meeting with HQ to discuss the KPIs and targets.

Respondent 2: Suggestions were properly listened to when conveyed to superior bosses and through them to the HQ in Finland. Moreover, the mandate was issued in accordance with that which is quite transparent. Thus, employees have no conflicts with that. There were three members in the team within the same level as the respondent who handled complaints, so that is how it gets reported from them and, at the same time, reported to all team members.

Since the mandate was issued after proper communication between the HQ and the subsidiary, it can be mentioned that there were no conflicts in this regard, and both managers had the same opinions

5.7.4 Respect:

Respondent 1: Was pretty satisfied with Headquarters communication and felt respected by the top authorities. HQ in Finland had always provided them with excellent support in terms of resources needed to run their Indian operations before the pandemic.

Respondent 2: The respondent was quite satisfied with the HQ treatment of the Indian Operations. There was autonomy in decision-making. A major task was to maintain efficiency, and it was maintained by fulfilling the expectations. Respect was a two-way process, as was mentioned, and satisfaction level from both sides was noted in the responses.

5.7.5 Trustworthiness:

Respondent 1: When asked about HQ's legitimacy, great confidence was shown in MNC's great ambitions to expand its renewable energy portfolio, where India plays a significant role in current and future activities. Thus, the respondent expresses a great deal of trust in HQ, where the division in India is run autonomously and with its expertise, where HQ is rarely involved in the daily work. Furthermore, the researchers were told that employees in the office do not feel the need to participate in meetings to express opinions or ideas, which are determined mainly hierarchically. It is very rare for managers on-site to participate in "important meetings." Although MNC wholly owns the subsidiary in India, the respondent believed that they see the relationship as partners, which increased the commitment and credibility between all managers in the country.

Respondent 2: HQ directives were considered to be legitimate and carefully thought out for the unit in India. Thus, the respondent's opinion is that the decisions are in the business's best interests. Thus, the respondent acknowledged that he must and that it is essential to assume that HQ makes

the right decisions. Whether colleagues perceive decisions as legitimate, there was a lack of insight into decision-making in many cases. This means that colleagues cannot participate in important decisions that affect activities or tasks in matters.

Both managers had no issues with the legitimacy of the decisions as they were involved in the process and trusted what was being instructed by the HQ.

5.8 During Crisis:

5.8.1 Voice:

Respondent 1: How the country has handled the pandemic, the respondent left unsaid. Thus, it was explained that India had not been restrictive with sanctions during the first corona wave, explaining that it would have been impossible to employ hundreds of millions of jobs and the potential damage it would have caused to the economy. They were grateful that MNC has been able to assist with the necessary help and guidelines for how remote work can be conducted. And their voice mattered a lot in this regard which proved to be beneficial for both the HQ and the subsidiary as they communicated their concerns regards to closure of business activities as they were fulfilling the country's energy needs by running solar plants, so HQ in this regard altered their mandate what they have issued to its other subsidiaries but advised the Indian managers to work remotely to the greatest possible extent.

Respondent 2: Thus, it was explained that the respondent had an important role in signing important documents and paperwork, which had been important during the pandemic as only the respondent within the division had a final voice when it came to approving work-related issues. There were some complaints based on the effects of the pandemic on the employees. These may be issues related to the new work environment, the difficulties of being equally efficient, or the part that technical capacity is lacking. Thus, the respondent's task had been to provide employees with guidance and information.

Both the managers seemed satisfied with their voices, and nothing was changed even after the pandemic. And it was noted their voice was taken more seriously even after the pandemic, and for that reason, it was mentioned that the profitability was not lost at all. Even after having a tough covid situation in India, things were managed efficiently.

5.8.2 Neutrality:

Respondent 1: HQ issued them instructions to move the staff to the home office to the highest possible extent, and to keep them safe, they had provided them with guidelines. Since they were running power plants in India, they had to run operations by the people on site. The Government of India also encouraged them to run the plants as it was the source of fulfilling the country's energy needs, and the economy was also dependent on that. At the start, there were difficulties in balancing both guidelines issued by the HQ and the Indian Government, but with proper communication, the threat was eliminated. However, challenges were faced by moving admin staff to the home office because in Indian culture, they had to take care of their elderly and children and managing office activities at the same time under the same roof was not easy. Proper communication was made with the employees to motivate them.

Respondent 2: He mentioned that during Covid-19, he was given complete autonomy to manage his unit and was provided with all the resources he needed. The first decision was to ensure the safety of the employees without much impact on the efficiency of the business operations. The respondent left the office open for rare cases if anyone needed it while imposing the hybrid model. The respondent also developed connections with the local hospitals if anyone gets sick. Also, certain things like the critical documents to be signed physically and with lockdown conditions in the country transportation were challenging to manage. Some connections with the local police were used to allow employees to come to the office for the necessary causes. The instructions issued from the HQ were pretty much aligned with the thoughts.

While setting standard operating procedures SOPs in India, the managers had a clear and transparent set of instructions with proper collaboration with the HQ.

5.8.3 Respect:

Respondent 1: India is one of the highly populated countries that faced many challenges in coping with the needs of covid equipment and testing kits, as the HQ played a vital role in this regard as they provided them with a nominal amount of face masks, sanitizers, and testing kits which helped a lot in that challenging stage of covid during the first wave. HQ issued a mandate, like all other subsidiaries, to move the work remotely to the greatest possible extent. The unit was running solar power plants and was fulfilling the country's energy requirements, and the economy was highly dependent on it. It was not possible to run the power plants without the physical presence of the personnel. HQ respected their suggestions and allowed them to run the plants with the staff as required. HQ in Finland was in constant contact with his unit and sought their advice to cope with the local challenges. Although he was satisfied with the HQ's resources, his thoughts regarding the local Government were somehow different. They could have done more by handling the situation with a tactical approach as they took the virus very lightly, which ultimately affected the whole country.

Respondent 2: They shifted business activities to a hybrid model at the very start. In Indian culture, they have a joint family system wherein more than one family lives in a single household. In that situation, sparing a separate room for the office was not something easy. They have closed some facilities, and no one was allowed to take off their masks. Hence, he put this hybrid model in place and did not completely close the offices. Instead, some serious steps were taken to protect co-workers' health as they installed the UV machine in the office, and they were the first to do so. The results could have been a lot worse than what happened because Indian conditions were different from that of Scandinavian, and therefore impacts were also different.

Managers were satisfied with resources provided by the HQ and had expressed something relating to respect. They were properly guided and respected throughout the pandemic, and that was very motivating for them to run the operations smoothly.

5.8.4 Trustworthiness:

Respondent 1: As Chief Manager, the respondent feels a great responsibility to ensure the safety of employees and coordinate various activities under the proper guideline. As India experienced a problematic situation with the pandemic, Likewise, the situation there and then was primarily up to the employees in the office to handle the situation in the best possible way, based on HQ's guidance which everyone was trusted with.

Respondent 2: Thus, the respondent believed that many lessons had been learned during the pandemic. One of these is coordinating activities in a new way to maintain the same efficiency as before the pandemic. Likewise, to invest more resources around technological capacity so that all colleagues who work in offices have the opportunity to perform tasks as if they had been on site. Whether the decision-making process was credible, there was a lack of information to form perceptions about what was right or wrong in many cases. Thus, there had been no grounds for resisting decisions by top management when new working methods were to be introduced as an effect of the pandemic. Subsidiaries in India are autonomous enough to make their own decisions linked to the activities that are done on-site.

Both managers seemed satisfied with the decisions made during the pandemic.

6. Discussion and Analysis:

Analysis of empirical data

Thus, the forthcoming chapter aims to analyze the respondents' answers where each of the dimensions is treated according to theories of procedural justice. Moreover, each subsidiary with respective managers will be included under each dimension, regarding the pre-and-post covid crisis during decision- making.

6.1 Voice pre-crisis:

After receiving feedback from three different managers in Company A, they all agreed on transparency and openness in decision-making. Hence, in everyday situations, company A was very much involved in decision-making processes where each manager could argue for their case no matter the outcomes of the decisions (Tyler, 2007). Moreover, Company A: s experiences could be reflected in Cropanzano et al. (2015), which means that involvement in decision-making processes would develop a clear picture in the employees' minds and not hold higher authorities responsible for adverse outcomes consider the decisions made to be fair and just. Having close communication channels with the HQ regularly made Company A: s voice matter before final decisions (Tyler, 2007). Likewise, seeing themselves as necessary could be viewed from Blader's (2007) reasoning about the likelihood of increasing instrumental values amongst recipients when decision-making is concerned, as the managers before the Pandemic had much freehand.

Moreover**,** company B expressed autonomy in their respective departments. Likewise, they were given a chance to present HQ with their suggestions for their specific units. HQ made decisions accordingly. They both considered their voice vital as they were the ones who could convey to the HQ what was best for the company. Likewise, both managers always get their side of the story told regarding their autonomy. Given the respondents, confidence and autonomy in everyday situations could be viewed from Tyler's (1990) reasoning that employee tend to seek to belong in social constellations. Thus, both respondents experienced high control and motivation over their respective divisions, which could be explained by instrumental values presented by Thibaut & Walker (1975). Both managers perceived themselves as value-adding to the organization.

When the researchers studied company C, which operates within MNC's geographical localization, the researchers found that both managers, to some extent, experience autonomy and voice heard in typical cases. Also, they see themselves as essential, but that activity would still be conducted without their participation. Thus, Company C has, to the same extent, experienced having its voices heard as Company A & B before the Pandemic. Furthermore, Company B's reasoning can be seen based on Blader's (2007) reasoning that they see themselves as value-creating when decisions are to be made.

6.2 Voice During-Crisis:

However, during crises like Covid-19, only one manager from company A had dialogues with HQ to a limited extent. The decisions regarding that situation were made without any consultation from the subsidiary's managers. Two managers found it difficult to comply with the sudden mandate issued by the HQ. They believed that the implementation of decisions could have been done otherwise after proper consultation with the managers at the subsidiary level as the results could have been different. Hence, the disagreement amongst the managers could be explained by previous research presented by Foss et al. (2012), arguing that perceptions about justice among managers could be viewed differently depending on the grade of misinterpretation when issuing and receiving mandates. Likewise, it can be justified by Van den Bo's (2001) statement that individuals tend to lack higher-order information to know whether directives are legitimate or not, of which one of the managers had the opportunity to form opinions based on sufficient information from HQ.

In his article, Tyler (2007) mentioned that mediators play an important role in communicating the voice of employees to higher management. However, only one of the managers had this role as a mediator who had the opportunity to express the employees' suggestions to the HQ. Hence, Company A: s experiences could also be referred to as the second dimension, i.e., casual responsibility mentioned in the fairness theory by Cropanzano et al. (2015), that the 'Could' factor come into play in case of adverse events that results could have been different if right decisions are taken at the time of the event.

Researchers can draw parallels with whether motivation can change when higher authorities force decisions through previous literature. Moreover, voice can be seen in Blader's (2007) & Tyler's (1990) reasoning about belongings and instrumental values. Thus, these values gave researchers an insight into why Company B feels excluded from decision-making. Hence, before the Pandemic, there was transparency and openness, while it is now instead governed by HQ, and company B needed recognition concerning their profession. Similarly, reasoning from Greenberg & Tyler (1987) shows that results and input can change when excluding decision-making processes. Thus, one of the respondents from company B claims that the Pandemic has become a

decisive factor when decisions must be made, that is, to force their opinions among higher strategic level managers to obtain favorable results for company B.

However, during the Pandemic, the researcher found no disappointment in decision making from Company C. They were very much involved in decision making and had the opportunity to have their voice expressed if the situation required them to do so. However, the HQ still made most of the decisions, and the managers were delighted with the outcomes. Thus, the researcher found out that managers in high positions such as themselves usually get to express ideas and opinions and were very much involved in crisis management during the Pandemic. Moreover, the managers in Company D expressed that the Pandemic did not affect the profitability due to decision-making involvement. Hence, the responses came as a surprise for the researchers with questions such as why the efficiency was not reduced due to the unpredicted nature of Covid-19, despite the harsh situations in India. The opposite occurred in companies A, B & C, with managers experiencing reduced efficiency. Thus, the success of company D could be viewed from the perspective that all managers experienced involvement and responsibility to handle the situation to their best abilities. The responsibilities and involvement could be viewed according to the fairness theory provided by Folger & Cropanzano (2001), meaning that involvement and implementation of procedures tend to impose positive effects on recipients if involvement takes place.

When summarizing our findings, companies A & B did not feel fully satisfied with decision-making during the Pandemic and their voice lost its impact in the decision-making, while companies C & D expressed the opposite. Company C experienced no change pre-or during crisis while company D experienced elevated impact of their voice in the decision- making.

6.3 Neutrality Pre-Crisis:

By being autonomous in the decision-making of their respective departments, HQ had issued a clear and transparent set of guidelines, and company A expressed that they were free to make decisions as far as they were in alignment with the HQ's guidelines. Moreover, company A mentioned a decentralized environment where employees have clear instructions. It is up to the receiver who can manage things with his/her action plan. Hence, the respondents from Company A explain that the HQ usually has a clear set of rules, and managers can present counterarguments

if that is the case. Moreover, Tyler (2007) could view the pre-crisis situation as these rules must apply to recipients based on facts.

When it comes to neutrality, it turns out that none of the managers from company B experience decision-making injustice. Likewise, the respondents refer to the importance of openness and transparency, where they usually could reflect thoughts on top management. Thus, the importance of normalizing decision-making and assuming that they are favorable also emerges, which goes hand in hand with Colquitt et al.'s (2012) reasoning that individual tend to assume that decisions with the help of their cognitive ability are favorable to minimize uncertainty within its surroundings.

Researchers find that Company C largely adheres to the rules issued by HQ without any complaints. The respondents also believe that they have close contact with HQ, where good communication reflects the relationship. Whether the relationship can be seen based on the homogeneity of the market and that the subsidiary is like-minded, the researchers do not generalize statements received to study PJ. The respondents also believe that the people in Finland are more regulated than in other countries, hence the lack of complaints among managers as rules need to be followed as explained (Tyler, 2007). Hence, to some extent, neutrality is perceived positively by Company A & B.

The neutrality aspect can be seen from the fact that both respondents from company D had experienced a great deal of transparency and good communication before the Pandemic. Likewise, HQ and the subsidiary in question can reflect a mutual relationship.

6.4 Neutrality During-Crisis:

In the aspect of neutrality, the researchers have understood that Company A was perceived to be divided when it came to HQ's decisions during the initial phases of the Pandemic. It also appears that HQ has acted based on its interests and rules, of which some managers in Company A expressed disappointment. Regardless of the degree of changes in the operational work during the Pandemic, very little has been communicated with HQ about what changes the various divisions within Company A wanted to implement. Thus, this dimension could be viewed, according to

Tyler (2007), as slightly divided, as HQ has presumably made decisions based on local authority's mandates, of which limited communication with Company A has been shared.

Given that HQ has decided to reformat its operations, company B quickly had to adapt to the new climate. Thus, PJ cannot confirm that HQ has noted Company B's needs when new directives have been pushed forward (Tyler, 2007). Similarly, the justice theorist Van den Bos (2001) reflects that there is a lack of information for recipients to form opinions about decisions in many cases. Thus, according to the respondents from Company B, they believe that there was too little information about Covid-19 and the underlying decisions from HQ to form opinions.

Moreover, company C showed a high level of satisfaction due to HQ's transparency and intensive communication during the Pandemic. Even though efficiency and quality of the operational level work was reduced, company C experienced decisions to be fair and just.

When we discuss neutrality, we see that the biggest challenge for Company D has been balancing guidelines from HQ in Finland and the guidelines from the Indian government during the Pandemic.

In summary, Company A was disappointed. Company B lacked information to form opinions about what is wrong or right. Company C, however, was included in decision-making, while Company D tried to balance higher authorities' directives from two perspectives.

6.5 Respect Pre-Crisis:

All managers from Company A had a favorable view about being respected by the HQ before the Pandemic. They all had proper communication channels with the HQ, expressing a matrix organization where everyone was connected. They all mentioned that HQ respected their suggestions, making final decisions accordingly. Likewise, seeing them as necessary could be viewed from Lind & Tylers (1988) perspective that social identity is strengthened within a group when decision-making processes occur, thus increasing individuals' self-esteem and trust (Lind & Tyler, 1988).

Moreover, Company B also experienced great respect for HQ. In typical cases, when the basis for decisions is to be communicated to HQ, the experience is that these are well received. Likewise,

proposals are made for decisions with great respect, where transparency permeates small and large decisions. Likewise, the researchers quickly concluded that Company C has tremendous respect for HQ, where a mutual relationship is a basis for the collaboration. Furthermore, we are told that it has a significant influence on the subsidiary and decision-making and that they are assisted with resources from HQ if needed. Hence, motivation and trust have been the reason for the perception of respect in Company C, as Lind & Tyler (1998) similarly express the idea that inclusion in decision-making will increase respect. Respect could thus be viewed the same way as Company A & B. Moreover, when we discuss respect, we find the answers relatively equivalent to the two previous respondents from Company D.

6.6 Respect During-Crisis:

Through respect, researchers can understand, based on managers' reasoning those two out of the three managers in company A felt that operations could have been different if they had been in charge. Hence one of the managers fully felt valuable, and equally important **(Tyler, 2007).** Moreover, one of them hoped to be invited to a decision-making meeting to protect the division of subsidiaries' interests. However, both managers that disagreed still felt satisfied with the outcome of the new Guidelines issued by the HQ.

Moreover, company A experienced that it was the first time the HQ intervened and decided on the upcoming future for the unit. Thus, theorists argue about whether individuals view relationships and how the inclusion of decision-making has a positive effect on recipients (Lind & Tyler, 1998). Likewise, the importance of respect and dignity when fair decision-making processes occur (Folger, 2003).

Through Company B, we can interpret how HQ has to some extent, respected the subsidiary's needs. Hence, one of the managers from company B experienced suggestions being heard and respected by the HQ during the Pandemic to some extent. Moreover, company B experienced issues motivating employees during the Pandemic since instructions were unclear. Hence, motivational issues could be viewed from Thibaut and Walker (1975) reasoning that an individual wants recognition for performance being made. Moreover, employee recognition has been difficult to uphold due to the complexity of remotely working. Likewise, the paradox occurred when the

manager explained it to be challenging to get employees back to the office after some time and adaptation. Thus, the Norwegian managers experienced being provided with resources to handle the Pandemic. Moreover, it could be argued that the employees were respected as they had the option to express opinions through questionnaires. However, it had the opposite effect and did not add any value to Company B. One could argue that HQ did what it could to motivate employees, strengthen their instrumental values, and instill respect amongst the employees. However, company B felt like they were being respected at every stage of the organizational matters. They never had any conflicts with the decisions from the HQ as they shared similar opinions in those organizational matters. Respect can thus be explained as two-fold when Company D describes the relationship that is maintained with HQ. A significant degree of freedom in decision-making and communication is the basis for a successful relationship.

In summary, all the companies experienced being treated fairly when HQ intervened during the Pandemic. However, company A & B had some issues when understanding newly implemented instructions.

6.7 Trustworthiness Pre-Crisis:

All three managers from company A mentioned that they consider the decisions made by the HQ legitimate and in the best interest of the MNC. Although they had communications with the HQ, one manager still had a different opinion in this regard as it was mentioned that there are certain times when certain activities can be handled in other ways. Moreover, the managers considered trust necessary since they work within a decentralized environment. Hence, they all believed in telling their side of the story to the HQ regarding decision-making (Tyler, 2007). Moreover, company B believes that it varies from case to case and when suggesting decisions, which depends on the size of proposals. Thus, company B believes that the business is conducted based on a decentralized structure, in which communication and openness are essential for trustworthiness. Hence, discussions sometimes need to be heated to get the manager's side of the story heard.

Moreover, it had come to the researchers' awareness that Company C, before Covid-19, was run wholly by openness and transparent communication. Moreover, the researchers find that majority

of the managers have a say to the HQ if procedures are of a disadvantage to the subsidiary. Most likely, the managers perceived trust as more significant than companies A & B as they never discouraged directives from the HQ. At the same time, Company A perceived trustworthiness the same way as Company C before the crisis. As for the comparison, Company B mentioned that conversations sometimes need to be heated to get voices heard. When asked about credibility, several explanations are given about how Company D views the unit and about the relationship with HQ. Thus, not everyone is allowed to attend important meetings, and it is essential to assume that directives are legitimate both at the manager level and for the subsidiary.

In summary, company A believed to know their internal market best. Likewise, trust could be perceived differently depending on the information at hand. As far as the researchers are concerned all companies felt directions to be trustworthy before the pandemic.

6.7 Trustworthiness Post-Crisis:

Hence, trustworthiness has become one of the more exciting parts when analyzing respondents' responses. Similarly, the researchers' view is that all managers in company A perceived directives during the Pandemic to be legitimate. However, two of the respondents have expressed dissatisfaction with questions regarding communication. Moreover, one of the two managers expressed communication difficulties, of which all managers' involvement is required when formulating decisions. Hence, communication and understanding of specific information could be viewed from Blader's (2007) perspective means that sometimes limited information could be a decisive factor when understanding fair procedures. Moreover, one of the managers referred to the matrix organization that prevails for the MNC, where much communication is required. Few people have the right to vote in decision-making. Thus, it is familiar to the two respondents that an overload of communication during the Pandemic can be seen as a factor in the narrow space to formulate opinions to higher authorities to be involved in decision-making processes. The third respondent in Sweden expressed differently from the others in the office, where great flexibility and participation are expressed as the basis for decision-making. Employees in company A had the opportunity to respond to questionnaires regarding instructions. Thus, one respondent from

company A believes that no one from HQ asked about the manager's expertise during the Pandemic, which was motivated by the need to involve many managers.

Company B mentioned the importance of trusting the process and sees it as a key to dealing with uncertain times. Thus, the respondent's reasoning can be traced to Van den Bos' (2001) explanations that individuals evade the idea that higher authorities, HQ in this case, exploit the subsidiary. But instead, decisions from HQ seem to be of interest and bring comparative advantages to the unit. When credibility is discussed, company B believes that it is also difficult to control how and what colleagues work remotely, of which a higher social control is desirable when decisions and procedures are performed during daily work. Moreover, Tylers' (2007) account can be seen as a factor in the experiences in company B where there was a breakdown in communication where Company B had no room to explain what was best for the unit.

Moreover, managers in company C only complied with decision making. As mentioned in the previous chapter on data collection, the managers were always very much in line with decisions made by the HQ. However, one of the managers mentioned the difficulties with a matrix organization. The respondent further explained the challenging aspects of frequent communication when decision-making is concerned. Hence all managers need to be involved, and everyone is dependent on one another when decisions are to be implemented during the Pandemic. When asked about trust, company D aligns with previous theories that a lack of information existed to know with certainty whether directives are legitimate (Blader, 2007). Comparatively, Company A & B also agreed that the lack of information was a factor in creating opinions.

In summary, all the companies expressed the importance of having the right type of information during the pandemic. Whereas Company A & B expressed biggest concerns with communication. Compared to company C & D.

7. Conclusions:

In summary, by studying an MNC, the researchers have gained insight into the effects of PJ before and during the pandemic. Hence, by studying four subsidiaries with managers from different

countries, the researchers have gained understandings concerning underlying decision-making processes. Furthermore, the researchers' parameters: voice, neutrality, respect, and trustworthiness have been studied to contextualize fair or unfair procedures. Thus, managers from subsidiaries A, B, C & D have shared opinions about what challenges the pandemic has come to present when we discuss fair procedures.

Moreover, the researchers' opinion that Companies A & B primarily share similar views when the four dimensions are discussed. Furthermore, before the pandemic, the parameter, voice, was dominated and responsive when decision-making processes are discussed with HQ. Likewise, during the pandemic, it has given opinions among the respondents at company A & B that HQ should have included their opinions in decision-making. Moreover, it is justified by subsidiaries A & B that the operational work could have looked different if they had been involved in decision-making processes. The subsidiaries thus had different views on PJ, where both voice and respect were missing when decisions were made from the HQ. Similarly, the researchers' view is that the parameters of neutrality and trustworthiness have been a bit complicated to study. The complexity could be described as neutrality and trustworthiness in one way, or another are based on each other. Subsidiaries A & B view inadequate communication and information sharing due to not taking part in decision-making processes. That is, information is needed and considered essential when creating opinions of which HQ has not provided.

Thus, the respondents from A & B believe that procedural justice has been weakened during the pandemic because they had been autonomous before Covid-19. These respondents could also have been afterward. When we instead compile the respondents from subsidiary C, a completely different picture of experiences around decision-making processes is presented. The respondents from Finland say that they have been entirely in line with HQ and that PJ has been unchanged before and after the pandemic. When researchers studied subsidiary D, the respondents believe that PJ, on the other hand, has been strengthened after the pandemic, which has made the business even more independent than before.

Similarly, when the researchers sum up PJ, both before and after the pandemic, that the concept can seem quite complicated when each variable is to be studied. Through previously developed theories and concepts within PJ, the researchers concluded that all variables are in one way, or

another connected to each other, where both Voice and respect can be seen as related, as well as trustworthiness and neutrality. By studying PJ based on a deductive method, the study has nevertheless concluded that certain variables of PJ have been strengthened during the pandemic, while others have been weakened. Thus, voice and respect shown have the greatest significance during the pandemic. Based on the research, it can be argued that the MNCs should not impose certain conditions without proper communication with the subsidiaries as this may raise the chances of unjust perceptions about the procedures. PJ should not be ignored while implementing decisions during a crisis, as every country has its conditions and challenges. Moreover, the researcher noted that taking PJ into account will benefit the subsidiary and overall business performance despite having the worst local conditions during a crisis. Moreover, PJ will generate a sense of motivation and respect, and the challenges will be easier to handle with the proper support from the HQ.

7.1 Theoretical Contribution:

As already described in the background of this study, the researchers have aimed to study PJ within MNCs concerning crises. Thus, researchers have taken previous research as their starting point, which states that PJ has not been studied sufficiently within a research life cycle (Konovsky, 2000). Thus, previous research has illustrated a lack of information on the subject, of which the researchers wish to take a new starting point in the field that may inspire future researchers to study PJ.

7.2 Future Implications:

Regarding future implications, the researchers would like to note that this study cannot represent PJ on a large scale as only one MNC has been studied. Similarly, only managers in one field have been studied, of which the students cannot represent managers as a group. Furthermore, the researchers recommend the interest in studying other MNCs: in other countries, as possibly, geographically located further away from HQ. Finally, we would also like to recommend future

researchers to study PJ in other contexts apart from Covid-19 as it could expand the view of how we consider PJ. Moreover, it could be interesting to study matrix organization, as it was one of the findings the researchers stumbled across when conducting the research.

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9. Appendix 1: Questionnaire

General questions:

1. What position do you have?

2. How long have you been working for X subsidiary?

3. What are your roles as a manager?

4. When looking back, how intense was the condition of lockdown at the first stage?

5. What was the result from the action you took during the crisis?

Voice:

1. How autonomous are you in the decision-making?

2. How important is your role for the business activities in your subsidiary?

3. Did the co-workers working for you at the subsidiary resist the decision making or did they comply with the instruction given by the HQ?

4. Did you receive any pressure from local authorities to shut down the business activities?

5. Did you ask your employees about your plans, did you seek their opinion, and was it different from what your actual plan was?

Neutrality:

1. When the instructions were issued by the HQ, to what extent your suggestions matter in that decision?

2. To whom do you report the business activities/daily operations? Follow up –) where do you get your instructions from?

3. What was the first decision you made when the pandemic hit? What consequences did you face from a short-term perspective and how important was your role during that period?

4. What were the very first instructions you received from the HQ? –) did they ask you to shut down the business activities/ or not shut down, or to limit daily activities, and to what extent?

5. Were you in contact with the other subsidiaries within the same business activities, and if so, what did the subsidiary do and what did you learn from them? Follow up) what were the covid situations within the other subsidiaries during that time?

Respect:

1. Do you experience feeling respected by your supervisors?

2. Did your unit face any positive cases of covid-19 symptoms, if yes, how did it affect the rest of the team? What kind of complications did you face?

3. Did you follow up with safety measures to ensure co-workers' health?

4. Did you provide with SOPs (standard operating procedures) for instance? face masks, keeping distance while working remote? Was it difficult to work in line with the new guidelines? (SOPs) if so, why?

5. Do you think the HQ allocated you with the right resources? e.g., capital, knowledge, advice? And if not, what could have been different?

6. Do you think the outcome could have been different if you were in charge of the business activities?

Trustworthiness:

1. Do you experience the instruction issued by the HQ to be legitimate and cover the interest of the subsidiaries and the employees? -) Do you as a manager trust every decision issued by the HQ to be beneficial for your unit?

2. Do your Co-workers at the unit believe that the actions taken by the HQ to be of interest of the unit?

3. What was your personal opinion about the situation? And what did you think was the right move and if so, why? At foresight, what would have been the right decision?

4. Did your personal opinion differ from the instructions given by the HQ? or did the HQ ask for your personal opinion and do what you think is the best for the interest of the company?

5. Do you think your subsidiary faced the right decision from the HQ? was the process fair from your perspective?

6. did you resist the instructions from the HQ? -) with the information at hand, do you think the HQ understood or was aware of your situation since your business activities are geographically dispersed?

10. Appendix 2: Interview Schedule

Date	Position	Location	Mode of interview	Time period (H:M:S)
2022-4-04	Customer Service Manager	Sweden	Teams	01:02:14
2022-4-08	Customer Service Manager	Sweden	Teams	00:45:57
2022-4-13	Customer Service Manager	Sweden	Teams	01:04:54
2022-4-19	Brand and Communication Manager	Norway	Teams	00:47:26
2022-4-21	Manager Business Controller	Finland	Teams	00:46:36
2022-4-25	Business manager	Finland	Teams	00:53:17
2022-5-04	Chief manager-HR	India	Teams	00:53:17
2022-5-05	Business Manager	Norway	Teams	00:49:14
2022-5-11	Administrative Services & Industrial relations head	India	Teams	00:45:24