Exploring Corporate Greening:
a cross-cultural perspective

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Abstract

The purpose of this study is to explore the influence of national culture on corporate greening with specific focus on motivations that drive companies to respond to environmental issues and strategies that companies develop in this regard. The existing literature indicates that the research on motivational and strategic aspects of corporate greening is limited from cultural perspective. Thus, a qualitative study of Swedish and Belarusian companies was conducted to illustrate what induces firms to go green and to describe what environmental strategies are implemented by them. The analysis of received empirical data was concentrated on aligning national culture features with the motivations for environmental initiatives and relevant elements of green strategies. The findings demonstrate the connection between national culture and environmental strategy through green motivations. Finally, some implications for further research as well as practitioners are presented.
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1 Introduction

1.1 The importance of greening

Nowadays society becomes more and more concerned about environmental situation all over the world. As a result, businesses need to change their attitude in order to reflect new concerns. In the last decades the importance of the ecological issues has been underlined not only by scientists but also by politicians, businessmen and consumers. Ecological problems on different levels are announced in mass media, in the Internet as well as in forums and blogs.

Research conducted in 2007 showed that among 2,687 managers from different countries 48% consider that ecological problems influence equity value of the company (while in 2005 it was 28%), 20% think that it is a manufacture requirement for a product to be healthy and safe (McKinsey Quarterly, 2007).

According to Tolliver-Walker (2009), the market of environmentally friendly products and services that meet the needs of customers who are influenced by green and sustainable claims is currently estimated at $230 billion, and it is predicted to grow up to $845 billion by 2015.

Moreover, the Centre for Retail Research (CRR) forecasts that the sales of green products in Europe will more than double by 2015 and will make up 114 billion euros in comparison to 56 billion euros in 2009 (Franz, 2010).

The information presented above shows that greening plays an important role in the modern society. Companies not only launch products that are claimed to be more environmentally friendly, but “green” all production stages (raw materials, logistics, offices, etc.). There have appeared special consultants who help companies become greener.

Corporate greening (corporate environmentalism / corporate ecological responsiveness) is briefly defined as the recognition of the importance of environmental issues facing the firm and integration of those issues into the firm’s strategic plans (Banerjee et al., 2003) (see 1.6 for a detailed definition).

In the European Union there are many diverse programmes aimed to support companies in their efforts to become more environmentally friendly. It is underlined within these programs that businesses need to take environmental aspects into account, not only in order to comply with regulation, but also to grow in a sustainable way and to remain competitive in the global market.

1.2 Different aspects of greening

After the authors had defined their interest in exploring corporate greening they found out that the academic literature within this field of study focuses on two main topics: motivations for going green and specific strategies used by the companies to address environmental issues. At the same time many scholars point out that the role of national culture in this research domain is not sufficiently studied (see 1.3). This sub-section
provides a quick overview on three main aspects of corporate greening. It will give an initial understanding of the main ideas the current research is based on.

1.2.1 Motivational aspect

The above discussion (see section 1.1) briefly explains why companies go green. The main motives seem to be economic opportunities and legislative requirements. Meanwhile scholars who focus both on organizational and environmental issues have conducted a lot of research to investigate why companies go green and to determine the factors that drive corporate ecological responsiveness.

Bansal and Roth (2000) made a qualitative study of 53 firms by using analytic induction method and discovered three main motivations that induce corporate environmental responsiveness: competitiveness, legitimation and ecological responsibility.

There is also evidence of competitive and legitimation pressures on corporate environmental decision-making in a survey conducted on UK firms by Faulkner, Carlisle and Viney (2005).

The analysis done by Franzen (2003) showed that people who live in wealthier countries prefer “general environmental protection to economic growth” while citizens of poorer countries have a combination of considerations, i.e. advancing economic growth whilst facing deepening ecological problems.

Furthermore, ethical, social and ecological concerns have been proved to be of significant importance in German companies: they were ranked highly among the motives for corporate sustainability activities (Hahn & Scheermesser, 2006).

Finally, there is one more point of view on factors motivating organizations to resort to environmental activities provided by Khanna and Anton (2002). These authors state that they are a combination of both reactive and proactive. These researchers conducted their study within a sample of Standard and Poor (S&P) 500 organizations and saw that “both the high costs of existing and anticipated regulations, the opportunities for winning the good will of the public and of stakeholders as well as gaining a competitive advantage globally are driving corporate environmental management” (2002, p. 554).

1.2.2 Strategic aspect

The motives that incentivize ecological responsiveness of organizations are directly related to environmental strategies that companies pursue.

There are many strategies that can be implemented in a company in order to go green. According to Branzei et al. (2001), firms shift from reactive-defensive environmental practices (compliance-based pollution controls) to proactive, eco-sustainable operations. Another article suggests that the green strategies range from passive and silent “lean green” to aggressive and visible “extreme green” (Ginsberg & Bloom, 2004). These authors state that the choice of the strategy depends on the substantiality of green market segments and the differentiability of greenness. However, there is no single strategy that
one can use in an organization. Ginsberg and Bloom claim in their article that “one-size-fits-all strategy does not exist” (2004, p.79). This can be explained by the differences in the size, technology, environmental impact, and international reach of companies (Rivera-Camino, 2007). Still no one can deny that it is crucial for a manager to choose and implement the right strategy which would suit a particular company in particular circumstances and would eventually give successful results.

1.2.3 Cultural aspect

Among the reasons for the diversity and uniqueness of management strategies are the differences in national cultures. Newman & Nollen (1996) conclude in their study that management practices should be adapted to the local culture to be most effective, explaining that work units which are managed consistently with national cultural expectations will be better performing than work units whose management practices do not fit the national culture.

Moreover, Morden (1999, p. 20) emphasizes “the need to understand and to apply locally appropriate models on national culture to the process and practice of management”.

As for cultural aspect in ecological management in particular, there is a notable work by Branzei et al. (2001). The authors develop a conceptual model of corporate environmentalism (firm greening) that can be applied across cultures and come up with three dimensions of corporate environmental performance: organizational embeddedness (firm’s normative commitment to environmental values), capacity to undertake environmental actions (resources that firms devote to environmental actions), and responsibility for protecting nature (the degree to which people in a firm feel personally accountable for environmental protection). They conclude that corporate environmental performance along all the three dimensions depends on the specific cultural context and on the environmental values inherent to this context.

1.3 Background and problem discussion

The scope of literature on the topic of corporate greening is very extensive and diverse. The researchers who work in this field have reported many interesting findings regarding different aspects of corporate greening (see section 2). At the same time there are always indicators in the literature that the findings are limited to a certain cultural or industry context. The authors both explicitly and implicitly recommend extending their study to other countries and industries and seeing whether the results can be applicable in a different setting.

Bansal and Roth (2000) in their paper “Why companies go green” determine the contextual dimensions that influence the motivations of the firms: issue salience, field cohesion and individual concern. They point out that the study was limited to two countries, the United Kingdom and Japan. However, “the United Kingdom and Japan are very different across cultural dimensions that were not investigated in this research. We did not explore the interactions of these cultural dimensions with the motivations of corporate
environmental responses, but they could be instrumental in furthering the richness of our proposed model” (Bansal and Roth, 2000, p. 733).

Sharma and Vredenburg (1998) focused their research on environmental strategy as a source for competitively valuable organizational capabilities. They state that it can be rewarding to extend and replicate their findings in other than Canadian context and other than oil and gas industry.

Branzei et al. (2001) in their research suggest three dimensions which underlie a common conceptual space of corporate greening (embeddedness, capacity and responsibility). They develop their model on the basis of western literature and check whether it applies to Chinese and Japanese companies. These authors point out that the validity of their three dimensions in other cultural settings remains an empirical question.

Faulkner, Carlisle & Viney (2005), who studied the relationship between environmental concerns and organization strategy-making, did their research only among UK companies.

Hahn & Scheermesser (2006) did a research on the motivations behind companies’ commitment to sustainability and limited it to German firms.

Finally, Rivera-Camino (2007, p. 1349), who examined the influence of stakeholders on green marketing strategy, emphasized that the findings reported in the paper are limited to the Spanish context: “Future studies might therefore replicate and extend the study in other industries and countries to ascertain whether environmental concerns have different effects in other contexts”.

All these concerns brought forward by the scholars lead the authors to the idea of exploring corporate greening further and focusing on the role of national culture in two aspects that have been most widely covered in academic literature so far. The authors see a clear necessity to look more closely at how national culture influences environmental motivations and strategies.

It also should be noted that some of the scientific findings in corporate greening studies are limited to the fact that mostly environmental managers are used as key informants. The authors will take it into account and will make an attempt to include diverse respondents in the study (not only environmental managers, but also managers of marketing, HR, etc. departments as well as employees on different organizational levels).

If we look at the issue of environmental management in organizations not only from academic perspective, but from the practical point of view, we can make the following statement. Nowadays, when we widely experience globalization and businesses face both internationalization and environmental challenges it is important for managers and decision-makers to have reliable information that allows national culture and motivations of corporate ecological responsiveness to be taken into account in environmental management strategies.
1.4 Purpose

Based on the above information the purpose of the current paper is formulated as follows: to explore the influence of national culture on corporate greening with specific focus on two aspects — motivational and strategic.

The authors aim to align national culture characteristics with motives for corporate greening and environmental strategies implemented by the companies.

To reach this purpose the authors plan to answer the following research questions by connecting the empirical findings with the available theory on the chosen topic:

1. What motivates companies to go green?
2. Does national culture have any impact on the drivers of corporate greening?
3. What are the elements of corporate green strategy and whether the implemented strategy is influenced by the initial motivation to go green?
4. Is the adopted strategy connected to the cultural context?

1.5 Perspective

In this thesis the problem is explored from the management’s perspective. We believe this paper would be useful for strategy agents and decision-makers in organizations because it introduces a new perspective in understanding the connection between corporate greening aspects (company’s green motivations, strategies and national culture).

Such understanding will also allow managers to get a deeper insight into possible results of the implemented strategies.

1.6 Definitions

For the purposes of this study, we provide the following definitions.

1. **Corporate greening** (corporate ecological responsiveness) is a set of corporate initiatives aimed at mitigating a firm's impact on the natural environment. These initiatives can include changes to the firm's products, processes, and policies, such as reducing energy consumption and waste generation, using ecologically sustainable resources, and implementing an environmental management system (Bansal & Roth, 2000).

2. **Culture** is the collective programming of the mind which distinguishes one group or category of people from another (Hofstede, 1993).

3. **Environmental management system (EMS)** refers to the management of an organization's environmental programs in a comprehensive, systematic, planned and documented manner. It includes the organizational structure, planning and resources for developing, implementing and maintaining policy for environmental protection (see 2.4 for more information).

4. **Motivation** is the reason or reasons for engaging in a particular behavior. These reasons may include basic needs such as food or a desired object, hobbies, goal, state
of being, or ideal. The motivation for a behavior may also be attributed to less-apparent reasons such as altruism or morality (Maslow A., 1943). In other words, motivation is a dynamic driving force towards goal that is stemming from the culture.

5. Corporate strategy is the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and noneconomic contribution it intends to make to its shareholders, employees, customers, and communities. (Foss, 1997, p.52)
2 Literature on corporate greening

In this chapter, the first three sections provide an introduction to the three main aspects of the study. The later section is added according to the results of empirical findings (EMS, ISO 14001).

2.1 Motivational aspect

The research of literature about motives for going green shows that there are four main drivers of corporate ecological responsiveness: legislation, economic opportunities, stakeholder pressures, and ethical motives.

Bansal & Roth (2000) used the method of analytic induction in a qualitative study of 53 firms and found that there are three basic motivations of corporate environmental responsiveness: competitiveness, legitimation and social responsibility.

Competitiveness is based on profitability and covers such initiatives that produce revenues and decrease costs. On the contrary, legitimation motivation is about surviving and therefore, the result is that company’s initiatives are focused on meeting the requirements brought by governments, stakeholders and non-governmental organizations. This motivator also means that firms aim to comply with legislation to avoid any kinds of penalties and to reduce risks. The social responsibility motivation basically means that organisations are concerned about the wellbeing of the society as a whole and they act from “a sense of obligation, responsibility or philanthropy rather than out of self-interest” (Bansal & Roth, 2000, p. 728).

The fact that legislation is an important factor to drive corporate ecological responsiveness was also underlined in some works written a couple of decades ago (Vredenburg & Westley, 1993; Lawrence & Morell, 1995).

Proof that competitive and legislation pressures influence corporate environmental activities was also found in the research conducted by Delmas and Toffels (2008) as well as in some studies done in UK companies (James et al., 1999; Faulkner, Carlisle and Viney, 2005).

It was discovered that companies “adopt distinct sets of management practices that appease different external constituents” (Delmas & Toffel, 2008, p. 1027). These external constituents can be market and nonmarket. Market constituents (for instance, customers and competitors) imply competitive pressures. Nonmarket constituents (for example, environmental associations, local community and legislators) form legitimation pressures.

Some of departments and subdivisions in a firm can also have certain impact on other parts in a company because they are influenced by different constituents. A good example can be sales and marketing departments as they deal with market environment. This means that these departments receive information from market constituents and reflect it within a company accordingly. As for legal affairs departments they usually receive the pressures from nonmarket constituents and aim at ensuring legislation compliance in the
organization because they are “typically involved in regulatory compliance activities and addressing inquiries and complaints from local communities, activist groups, and the media” (Delmas & Toffel 2008, p. 1032). Legal affairs departments use direct (e.g., control over decision-making) or indirect (e.g., training) means to provide for organization’s readiness to legitimation pressures.

On top of that, there are also internal goals which can motivate companies to involve into green initiatives. The desire to achieve positive economic effect is a part of competitive pressures. By resorting to green marketing strategies companies can reduce costs and improve their revenues (Porter & Van der Linde, 1995). Cordano (1993) also states that revenues can be increased through green marketing and, what is interesting, through outsourcing organization’s expertise in environmental management. Moreover, corporate ecological activities can help companies develop such firm-based resources as corporate reputation (Russo & Fouts, 1997; Hart, 1997), learning capabilities (Hart, 1997; Bonifant, Arnold, & Long, 1995), and product quality (Shrivastava, 1995). The wish to improve company’s reputation and image comprises another set of goals (James et al., 1999; Russo & Fouts, 1997).

Stakeholders also play an essential role in encouraging corporate ecological responsiveness. Firms take ecological impacts into account because they are influenced by customers, environmental interest groups, and local community in their decision-making process (Lawrence & Morell, 1995; Berry & Rondinelli, 1998). By being environmentally responsive managers can avoid negative public opinion and ensure stakeholder support (Cordano, 1993). Nevertheless, researchers Lawrence and Morell (1995) arrived at a conclusion that shareholders have little effect on corporate ecological responsiveness.

Furthermore, ethical, moral, social and ecological considerations, which are included into social responsibility dimension are reported to be very important. Hahn & Scheermesser (2006) studied a set of German companies and showed that these companies ranked environmental (ethical, moral) concerns very highly among other motivators for corporate green activities. Some ethically motivated firms are ecologically responsive because it is the "right thing to do" (Wood, 1991). Top management team members (Lawrence & Morell, 1995) and company values (Buchholz, 1991) play an important role in stimulating companies to assess their impact on society and ecology issues.

Finally, Khanna and Anton (2002) provide another point of view on factors motivating organizations to resort to environmental activities and state that they are a combination of both reactive and proactive. These authors did their study within a sample of Standard and Poor (S&P) 500 organizations and found that “both the high costs of existing and anticipated regulations, the opportunities for winning the good will of the public and of stakeholders as well as gaining a competitive advantage globally are driving corporate environmental management” (2002, p. 554).
2.2 Strategic aspect

Ecological stability should be taken into consideration by both society and companies where it can be reached by means of a responsible behavior. An appropriate strategy of a company helps to respond to environmental challenges effectively and efficiently. A growing number of companies, which want to integrate environmental concerns in their business and relationships with stakeholders, comprise sustainability into the company’s strategy. “The competitive scenario around environmental issues is continuously changing because of new regulations and standards, stakeholders’ pressures and technology updating” (Albino et al., 2009 p.85). And in order to be able to face all this pressing motivations companies implement particular strategies (Maxwell et al. 1997, Albino et al., 2009).

There are a lot of different classifications suggested in the literature. Hart (1995), for instance, in order to address the sustainability challenges distinguishes three strategies: pollution prevention, clean technology and product stewardship. According to Roome (1992) companies, which are not concerned about environment and even do not adjust to the regulatory requirements, have a noncompliance strategy. Compliance strategy is implemented by firms that follow the law, but not more than that. While compliance-plus strategy is inherent to companies that do not only comply with the regulations, but also have an environmental attitude based on their management system. Similar typology has appeared in the work by Miles and Snow (1978) where according to environmental strategies they distinguish defenders, analyzers and prospectors; Kennelly et al. (1999) differs between reactive, evolving and forward-looking strategies. More lately, Orsato (2006) suggested other competitive environmental strategies: eco-efficiency, beyond compliance leadership, eco-branding and environmental cost leadership.

Although different works have proposed multiple names and typologies of corporate environmental strategies, the vast majority of them are based on the use of a continuum ranging from the most proactive to the least proactive (reactive) environmental strategy of the company (Evan 1988, Kennelly et al. 1999, Sharma & Pablo 1999, Aragon-Correa &Rubio-Lopez 2007). In other words it begins from legal requirements execution and ends with environmental excellence or leadership. “It is also widely accepted that the degree of a firm’s environmental strategic proactivity is correlated with its general level of strategic proactivity” (Aragon-Correa &Rubio-Lopez, 2007 p. 358).

Reactive environmental strategies represent risk and liability reduction.

In a firm with this strategy an action will not be taken until mandated. Thus, the only effort toward sustainability is made due to regulations or stakeholders’ demands. There is a little control of the strategy execution and development. Thereby, it is almost impossible to measure performance and improve a system when necessary. Companies focus on damage control and emergency procedures mostly when an accident (e.g. spills, leaks) already occurred. Such an approach harms corporate reputation, causes financial losses and managers’ personal liability for a situation over which they have little control (Sharma & Pablo, 1999).
**Proactive environmental strategies** represent creation of comparative advantage.

Aragon-Correa and Rubio-Lopez (2007) identify proactive environmental strategy as a voluntary practice which exceeds regulatory requirements. The literature (Porter and Linde 1995, Maxwell et al. 1997) proposes that this strategy can contribute to the company’s competitive advantage in a form of gained social reputation and customers’ preferences. Furthermore, according to Aragon-Correa and Rubio-Lopez (2007) since the 1990s consultants and scholars have repeatedly shown that proactive environmental strategies are both urgent for the earth and good for corporate reputation and financial performance.

Usually companies with proactive strategy are much more enterprising in their orientation. A company tries to act innovatively and earlier than their rival in order to gain a competitive advantage. Managers view such environmental strategy as a source of potential benefit occurring from improved corporate image and goodwill, product differentiation, cost reduction due to lower waste of resources and energy utilization, and increased productivity and innovation due to the reconstruction of various aspects of operations. In the work by Aragon-Correa (1998, p.557) it is pointed out that “proactive business strategies are also those responding most to the new natural environmental challenges”.

Evidently, many companies became committed to being sustainable. Nowadays, a lot of corporate documents on this topic can be found on the firms’ websites in order to show their sustainable performance. Thus, green marketing became an important part of an overall sustainable strategy. It can include such activities as package modification in order to promote corporate environmentalism, advertising campaigns, etc. (Polonsky, 1994).

It became an important tool that helps companies to grow their market shares and markets itself by selling products and services based on their environmental benefits.

There is also a division among green marketing strategies. Polonsky (1994) identifies two perspectives: environmental responsible as a marketing tool or responsible without promoting this fact. Ginsberg and Bloom (2004) on the other hand developed a more explicit model based on the level of sustainability of green market segments and differentiability (see Appendix 1).

Companies with a lean green strategy interested in lowering their costs through environmental activities, however, they do not focus on publicizing and promoting their green initiatives. Defensive green companies start to market their activities usually as response to criticism or rivals’ actions. Even though their initiatives can be sincere still the efforts are temporary and only for specific purposes: enhance brand image, recognition and rehabilitate themselves from critiques. Firms with a shaded green strategy are ready to invest in long-term and system-wide green activities in order to develop “innovative needs-satisfying products and technologies that result in a competitive advantage” (Polonsky & Rosenberger III, 2001 p.22). Extreme greens integrate sustaina-
bility in the company’s values. Thus, “environmental issues are fully integrated into the business and product life-cycle process of these firms” (Ginsberg & Bloom, 2004 p.83).

2.3 Cultural aspect

In order to understand how national culture is connected to corporate greening strategies and motivations to go green the authors first discuss the cultural characteristics of the countries where two case companies operate.

In the introduction to the thesis the authors give a universal definition of culture by Hofstede. Nevertheless, it is essential to look at other definitions to better understand the notion of culture. For example, Newman & Nollen (1996) define national culture as the values, beliefs and assumptions learned in early childhood that distinguish one group of people from another. There is clear indication in the reviewed literature that cultural context influences a company’s strategy and its environmental attitudes. According to Elenkov (1997) national culture as well as values, beliefs, norms and ideals embedded into it affect the leadership behaviour, goals and strategies of organizations. Schultz & Zelezny (1999) in their study about values as predictors of environmental attitudes point out that culture plays an important role in determining environmental attitudes. Moreover, Fey (2005) states that national culture is significant in forming motivations.

So, as suggested by the reviewed literature national culture has an impact on strategies and motivations in general. At the same time national culture forms environmental attitudes. These ideas allow to suppose that culture influences green motivations and green strategies. To check this assumption and reach the purpose of this research it is important to identify the characteristics of national cultures in which two case companies operate. Therefore we can now proceed to describing the national cultures of Sweden and Belarus. For this purpose the authors will use two models for assessing cultural characteristics.

There are many studies on cross-cultural differences and theories about national cultures: Trompenaars & Hampden-Turner (1998) distinguish between seven cultural dimensions; Project GLOBE (House et al. 2004) presents nine cultural dimensions; Nardon and Steers (2009) identified 5 common themes that underlie different national culture models.

Nevertheless, there is a model of local cultures that prevails in academic literature which was developed by Hofstede (1993). In his research the author came up with five bipolar cultural dimensions that describe the differences between nations. These national culture dimensions were detected during the study and subsequent analysis of the values of employees in 64 subsidiaries of the multinational IBM Corporation. Hofstede’s theory seems to be the most popular among the scholars who study the connection of national culture and management practices. In this thesis the authors use only four out of five cultural dimensions as there is no data available for Russia according to the fifth dimension which is long-term vs short-term orientation. The following are the
short explanations of four dimensions used in the current research. The descriptions are based on Hofstede (1993) and Morden (1995).

*Power distance*

This dimension is explained as a degree of inequality which is accepted in the society and is understood as appropriate and normal. In societies with high power distance there are well-developed systems where everyone’s place is strictly defined, a high degree of authority and authoritarian styles of management prevail. The companies in such countries tend to have less employee participation.

*Uncertainty avoidance*

This dimension means the extent to which people in a society feel threatened by ambiguity, prefer structured situations to unstructured, seek stability and formalization. As a rule those who belong to high uncertainty avoidance culture resist innovation and believe that what is different might be dangerous. Such societies tend to provide stability of employment and emphasize the importance of professional and technological expertise. In general, societies with high score on this dimension are called rigid, and those that score low on uncertainty avoidance are flexible societies.

*Individualism-Collectivism*

Basically, in individualist countries people are used to act individually and bear personal responsibility for their actions, while in collectivist countries people feel better when they are so to say protected by a group. As a rule, communitarian societies are characterized by high or moderate degree of power distance.

*Masculinity-Femininity*

This dimension is explained as the extent to which tough values, such as assertiveness, success and competition prevail over tender values, such as quality of life and environment, supporting warm personal relationships, concern about people, service and solidarity.

Hofstede’s model described above has been extensively used in academia to study the influence of national culture on different aspects of management: Newman & Nollen (1996) used five national culture dimensions to prove that work unit financial performance is higher when management practices in the work unit are congruent with national culture; in the recent study Kirsch et al. (2012) proved that national culture differences impact on the reaction of people to change and consequently on the change strategies used by the management.

Another model the authors of this thesis will use was developed by House et al. (2004) within the GLOBE research program. This model represents 10 clusters of world cultures that are the result of the study of 62 countries along a set of nine cultural dimensions: uncertainty avoidance, power distance, institutional collectivism, in-group collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation,
and humane orientation. The following paragraph presents brief description for each dimension based on Northouse (2010).

Institutional collectivism means whether societies stress broader societal interests rather than individual goals; In-group collectivism is explained as the extent to which representatives of a culture are devoted to their organizations or families; Gender egalitarianism implies the degree to which an organization or society diminishes differences between gender roles and supports gender equality; Assertiveness means whether a society encourages people to be forceful, powerful, and rough as opposed to being timid and calm; Future orientation emphasizes that representatives of culture look into the future and prepare for it as opposed to enjoying the present and existing state of affairs; Performance orientation is about the tendency of a culture to reward its members for meeting challenging goals and to support ambition to improve and excel; Humane orientation is explained as the extent to which a society encourages people for being kind, unselfish, generous, fair and caring.

Although among all the research on dimensions of culture the most referenced is the study by Hofstede, the GLOBE project has some strengths. First, the scope of GLOBE research is very impressive: 170 social scientists participated in data collection, the study was done in 62 countries from different parts of the world, responses were received from 17,300 managers in 951 organizations. Second, GLOBE project findings are valuable as they are a result of a very well-developed quantitative research design. Finally, this study presents a classification of cultural dimensions which is more wide and comprehensive than Hofstede’s model (Northouse, 2010).

The national cultures of Sweden and Belarus have a significant difference. Despite the fact that Belarus has not been studied much from a cultural perspective, Elenkov (1997) conducted a study based on managers in Russia in which he identified how this nation can be placed within Hofstede’s model of cultural dimensions. Belarus and Russia can be characterized by high commonality in culture, economy, industry and other aspects. The countries share many national features due to geographical proximity, common past within Soviet Union and intensive cultural and economic cooperation at present. All these facts allow us to attribute Elenkov’s study to Belarus. As for the GLOBE research Belarus is placed in the cluster Eastern Europe, thus the characteristics of this cluster can be attributed to Belarusian culture.

The following table shows how Sweden and Russia score on four dimensions according to Hofstede’s model. The table is based on the articles by Elenkov (1997) and Hofstede (1993).
In addition Fey (2005, p. 348) provides other insights into the differences between Swedish and Russian cultures:

“A striking aspect of Russian culture is the extremely important role that family continues to play for Russians throughout their adult life which is in keeping with Russians’ values of solidarity, close personal relationships, and care for the weak. In contrast, Swedes are more individualistic. Russians and Swedes also have very different concepts of time. Swedes tend to be very punctual while it is socially acceptable for Russians to be late (perhaps because of the many legitimate obstacles that can arise in everyday life in Russia). In addition, time equals money in Sweden, but generally other resources are more carefully evaluated in making decisions in Russia. Further, Swedes are perfectionists and like to do things the right way or prefer not to do them at all in contrast to Russians who are more concerned with having the experience than that the form is totally correct. Moreover, Sweden has a fairly homogeneous population, Swedes have a strong focus on conflict avoidance, Swedes are quite reserved, and Swedes have a rational orientation believing that planning can accomplish much. In contrast, Russia has a much more heterogeneous population than Sweden. Further, Russians are more willing to do things which may cause conflict and they feel that planning is less of a necessity than Swedes.”

According to GLOBE study Sweden falls within Nordic Europe cluster. This cluster scores high on future orientation, gender egalitarianism, institutional collectivism, and low on assertiveness, in-group collectivism, and power distance. The people in Nordic countries prioritize long-term success and care about the broader society rather than about family groups. Women are treated equally with men. Assertiveness is not approved by the members of a society while modesty and tenderness are welcomed. Power distance is undesirable, there is a tendency to reduce it and share equally among people at all society levels. High value is ascribed to cooperation and societal-level group identity. Moreover, people from the countries of this cluster prefer leaders who are inspiring and actively involve other employees in decision-making process (Northouse, 2010).

Belarus falls within Eastern Europe cluster in GLOBE study. The countries from this cluster score high on assertiveness, in-group collectivism and gender egalitarianism. They score low on performance orientation and future orientation. People in this cluster
are usually achievement and success driven, assertive, they identify with family and organization, tend to be supportive of their coworkers. At the same time they do not stress strategic planning, are more concentrated on present problems and do not take much initiative to generate new ideas or innovate. Eastern European culture describes a good leader as a person who should be autonomous and independent, make decisions without consulting the subordinates a lot, however a leader needs to be to a certain degree inspiring as well as attentive to human needs (Northouse, 2010).

To ease the subsequent analysis the authors present the above description of Belarus and Sweden according to Hofstede and GLOBE models in the following table. Scores on power distance and uncertainty avoidance are presented in the above table on Hofstede model.

<table>
<thead>
<tr>
<th>GLOBE dimension</th>
<th>Sweden (Nordic Europe cluster)</th>
<th>Belarus (Eastern Europe cluster)</th>
</tr>
</thead>
<tbody>
<tr>
<td>institutional collectivism</td>
<td>high</td>
<td>moderate</td>
</tr>
<tr>
<td>in-group collectivism</td>
<td>low</td>
<td>high</td>
</tr>
<tr>
<td>gender egalitarianism</td>
<td>high</td>
<td>high</td>
</tr>
<tr>
<td>assertiveness</td>
<td>low</td>
<td>high</td>
</tr>
<tr>
<td>future orientation</td>
<td>high</td>
<td>low</td>
</tr>
<tr>
<td>performance orientation</td>
<td>high</td>
<td>low</td>
</tr>
<tr>
<td>humane orientation</td>
<td>moderate</td>
<td>moderate</td>
</tr>
</tbody>
</table>

It should be noted here that there are some inconsistencies in the description of cultural characteristics given above (e.g. Sweden scores low on uncertainty avoidance according to Hofstede’s model and high according to GLOBE study). This difference in findings can be explained by the fact that there is a rather big time gap between two studies (1980 and 2004). Elenkov (1997) states that a number of studies prove the existence of significant cultural differences between generations. Another explanation is provided in the work Contradictions in National Culture: Hofstede vs GLOBE by Venaik & Brewer (2008). These authors point out to a disagreement and different understanding of uncertainty avoidance dimension in two studies. For the purpose of the current research and to avoid misunderstanding the scores in uncertainty avoidance dimension provided by Hofsetede will be used. The authors believe that the cultural profiles of Sweden and Belarus provided in this section will help identify the connections between cultural context and green strategies in the companies under study.

### 2.4 Theory on Environmental Management System

After having conducted the first interviews in two case companies the authors decided to include theory about Environmental Management System (EMS) and ISO certifica-
tion into the literature review section of the thesis due to the following reasons. First, the number of companies around the world that certify their EMS according to ISO 14001 constantly increases. Second, these companies report different benefits and advantages of adopting EMS. Finally, both companies studied in this research use EMS as a framework to integrate their green activities, environmental policies and programs.

A lot of companies all around the world adopt environmental management systems (EMS) and certify them in accordance with international standards. ISO 14001 is regarded as prevailing international standard for assessing environmental management processes. ISO 14001 certification means that company’s environmental management program is appropriate (Rondinelli & Vastag, 2000).

ISO 14000 series of standards were introduced in 1996 and the increase of companies using EMS as a framework for integrating corporate environmental policies has been significant since then. It is reported that around 30000 firms certified EMS according to ISO 14001 by mid-2001 (Morrow & Rondinelli, 2002).

The following definition provides a good understanding of what ISO 14001 and EMS means. “It is a set of guidelines by which a facility – a single plant or a whole organization – can establish or strengthen its environmental policy, identify environmental aspects of its operations, define environmental objectives and targets, implement a program to attain environmental performance goals, monitor and measure effectiveness, correct deficiencies and problems, and review its management systems to promote continuous improvement” (Morrow & Rondinelli, 2002, p. 161).

ISO 14001 also means that there should be a structure showing who is responsible for environmental management; EMS includes training programs that ensure a greater ecological awareness among employees; this system helps establish an acceptable process for environmental management documentation control; it emphasizes the need to have clear procedures for monitoring of company’s environmental impact. “ISO 14001 includes provisions for creating a system of checking and corrective action that includes monitoring and measurement, reporting non-conformance and taking corrective and preventative action, and record-keeping with regard to environmental management. It calls for EMS audits and a management review process through which senior management reassesses the suitability, effectiveness, and adequacy of the environmental management system at appropriate intervals to assure continuous improvement” (Morrow & Rondinelli, 2002, p. 162).

Motivations for adopting EMS

EMS adoption can provide a company with bigger investor confidence and also increase its competitive advantage (Kirkpatrick and Pouliot, 1996). Clark (1999) states that EMS is incorporated by many companies to respond to customer pressures and be certain that the operations of their suppliers are in conformance with environmental legislation requirements. Another driver of EMS adoption comes from corporate stakeholders who tend to show more and more interest in company’s green activities. Supporters of ISO
14001 certification also claim that this standard gives companies the opportunity to integrate their environmental practices into a more consistent framework (Cascio, 1994).

Morrow & Rondinelli (2002) report that the strongest motivations for companies to adopt EMS are ambitions to prevent negative impact on environment, to improve employee awareness about environmental issues and to respond to customer pressures. Other motivations also include improving of corporate image, gaining of market access and making company’s documentation on environmentally-related topics more comprehensive. Finally, regulatory compliance and legal certainty are also reported by companies as motivators for adopting EMS.

Advantages of adopting EMS

The research conducted by Rondinelli and Vastag (2000) in Alcoa’s Mt. Holly plant points to four types of EMS adoption advantages identified by the managers of this company: improvements in employee awareness, operational efficiency, managerial awareness, and operational effectiveness. It is underlined in this study that the most remarkable impact provided by EMS implementation is improved environmental awareness of managers and employees as well as increased understanding of responsibilities environmental management.

Morrow & Rondinelli (2002) give the following EMS benefits reported by the companies they were studying: better organization and documentation; increased legal certainty; improved image; reduced resource use; enhanced plant safety; opportunity to set the example for suppliers; optimization of process flows; improved cooperation with authorities; cost savings; more favorable insurance/loans and opportunity to use public funds for development purposes.
3 Method

This chapter presents the research methods that were chosen for the thesis along with the motivation of the choice. The main roles and the vital characteristics of the techniques will be discussed as well as their advantages and disadvantages.

The standard research process includes: formulating the purpose, reviewing the literature, designing the research, collecting data, analyzing and describing results (Saunders, Lewis & Thornhill, 2007). All these steps were taken in the same order, however, the literature was constantly reviewed in order to obtain more understanding of the subject.

3.1 Research Design

This is an exploratory study with the focus on national culture and specifically its influence on motivations and green strategies. An exploratory study is a valuable technique of finding out ‘what is happening; to seek new insights; to ask questions and to assess phenomena in a new light’ (Robson, 2002 p.59).

The relevant and up-to-date literature was reviewed in the three directions: motivational aspects to go green, applied strategies and cross-cultural aspect. Thus, the process of designing research started in order to fulfill the purpose and answer the research questions.

3.1.1 Qualitative Approach

There exist two main approaches for data collection: qualitative and quantitative. They are different in both data collection techniques and data analysis procedure. It was decided to use a mono-method, preferring qualitative research to quantitative, as this method helps more to investigate in exploring the interconnection between three phenomena. Furthermore, this approach is more suitable for exploratory study. According to Bauer et al (2005, p.7) “the qualitative research avoids numbers and deals with ‘interpreting’ social realities”. In the thesis qualitative research is presented in a form of two case studies (see 3.2). The authors aim at gathering an in-depth understanding of companies’ behavior and the reasons that govern such behavior without analyzing profuse statistical data (Holliday, 2007).

3.1.2 Abductive Approach

Different research philosophies influence the choice of the proper approach. The most common are deductive and inductive approaches. With the help of deductive approach one develop a theory and hypothesis and design a research strategy to test the hypothesis, while the inductive approach concentrates on collecting data and developing theory as a result of the data analysis (Saunders, Lewis & Thornhill, 2007). In other words when “theory comes first” deductive reasoning takes place, and when “theory comes last”, representing a grounded theory, it is more an inductive reasoning (Mason, 2002 p.180). This work is neither deductive nor inductive – it is something in between that can be called “abductive research strategy” (Blaikie, p.56). Abductive approach is used
when literature research is developed in line with empirical studies. Abduction begins with an empirical basis, just like induction, however, it does not refuse theoretical framework and in this way it reminds deduction. Even though abduction has some characteristics of both deduction and induction approaches, it still has a special element that differs it from others - understanding (Alvesson & Sköldberg, 2009).

3.2 Case Studies

Case study is one of the ways to conduct a qualitative research. Robson (2002, p.178) identifies case study as ‘a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence’. It was decided that it is not enough to have one case in order to fulfill the objectives. Furthermore, Yin (2003) claims that studies with the only one case need to have a strong justification for this choice. Thereby, two cases based on the corporate environmental performance of two companies were conducted. Another interest in using two cases is to investigate whether the findings of the first case occur in the other one.

In empirical research the authors study two large organizations. This decision can be defended as legitimate and worthwhile on at least four grounds. First, larger corporations are more likely to actively engage with the environment as a significant issue as they are more prominent social actors. Second, larger corporations are likely to have a greater environmental impact. Thirdly, larger corporations perform the function of role model for smaller companies. Finally, large companies can and do influence the behavior of smaller firms through their supply chain and logistical activities (Faulkner, Carlisle & Viney, 2005).

One of the companies that the authors have chosen for the study is located in Sweden, the other one in Belarus. This choice can be explained from academic as well as practical perspective. It was interesting to the authors to investigate companies that belong to different cultures. Firstly, according to Hofstede (1993), Elenkov (1997), House et al. (2004) and Fey (2005) there is a great difference between Sweden and Belarus in cultural perspective (see 2.3). Secondly, the authors of this thesis currently study and live in Sweden, but originally come from Belarus and Russia, one of the authors has worked at the case company in Belarus for almost two years. Lastly, it was checked beforehand whether the companies had a strong relation towards greening. All this allowed the authors to shed even more light on the two observed cultures.

3.3 Data Collection

There are a few ways of conducting exploratory research and two of them are used in the work: (1) a search of the literature and (2) interviewing experts in the subject (Saunders, Lewis & Thornhill, 2007).

As soon as the authors decided on the research subject the secondary literature was reviewed, including books and journals, in order to enhance the knowledge of the subject,
discover the previous finding and gaps in the literature and as an outcome develop further the research questions. Secondly, during the preparation to the interviews, primary literature data was gathered in a form of the companies’ reports, environmental policies, news and press releases available on the official websites. (Saunders, Lewis & Thornhill, 2007)

With the help of the information received from the literature the list of general questions for the interview were created:

1. What do you consider as greening? What does greening mean to you?
2. What activities do you consider to be involved into greening?
3. When, how and why did you start following the path of environmental performance?
4. What are the current motivations to go green?
5. Do you cooperate with other companies/associations in order to reduce the overall environmental impact?
6. Do you donate to (non-profit) organizations that are involved in the environment protection activities?
7. What percentage from your profit do you spend on greening?
8. Is there a special division (department) that is responsible for ecological responsiveness and the overall green strategy?
9. How much authority does this department have?
10. Are there any meetings concerning the environmental issues and how often are they held?
11. Can you explain the green strategy of the company?
12. What are the long-term and short-term goals in your green strategy?
13. Are environmental issues taken into account by the top management in decision-making process (e.g. acquisitions)?
14. How are the employees informed about this system? Do you control how they follow the requirements?
15. Is there any ecological education and training of employees?
16. What tools do you have and use to control and monitor how the requirements of green policy are implemented?
17. How is the information reflected in marketing materials (incl. special logos, labels, stickers)?

In order to obtain valid and relevant research data it was decided to approach two companies from different countries, Sweden and Belarus. Two interviews were conducted in each company in order to establish relationships with different departments and gather sufficient information. However, it was needed to conduct the fifth additional interview regarding the Belarusian company with an ex-employee who was actively involved in the designing of the green strategy before EMS adoption. This valuable interview helped the authors to examine the company’s environmental performance from the first steps with the help of the reliable source.
The researchers did not concentrate on highly formalized and structured interviews, but more on open conversations. According to Have (2004, p.5) “without any doubt the most popular style of doing qualitative social research, is to interview a number of individuals in a way that is less restrictive and standardized than the one used for quantitative research”. The companies were investigated by conducting the semi-structured interviews instead of structured or unstructured interviews.

Structured interviews use questionnaires based on a predetermined and standardized set of questions (Saunders, Lewis & Thornhill, 2007). This method keeps the research within the tight bounds and it is difficult to exceed these limits. Thus, non-standardized semi-structured and in-depth (unstructured) interviews are more convenient for qualitative research. They give a person a possibility to freely express him- or herself and the authors an opportunity to find out more information within the three studied phenomena that was not discovered in the beginning of the research.

Choosing between the two types, semi-structured interviews were preferred. The researchers had enough freedom to lead a conversation, but at the same time the list of relevant topics and questions that had to be covered was thought over in advance. This means that on the one hand, additional questions may be asked during the conversation, but on the other hand, one may omit some questions in particular interview (Saunders, Lewis & Thornhill, 2007). In this case the researchers had an advantage of the second interview to cover all the arisen gaps.

The interviews were conducted in different departments depending on the organizational structure of the company. The interviewers talked to the managers who are or used to be in charge of the environmental performance as well as to the regular employees, where it was possible, in order to explore the companies from different perspectives. Regarding Atlant the researchers interviewed three persons: Head of Department for Labor Safety and Ecological monitoring, Head of Bureau for Ecological Monitoring, and ex-employee who started developing EMS before voluntary certification procedure. Moreover, the interviewers had an opportunity to have a small conversation with a regular employee. In Nefab two managers were interviewed: Head of Corporate HR and Head of Customer Solutions. The difference in the amount of the interviewees in each company can be explained with the different attitude towards the conducted research. In Nefab the managers were very open and interested in the thesis willing to share the information, while in Atlant it was difficult to establish trustful relationships with the first manager who was not interested in conducted research.

After the first interviews in each company some undiscovered information within the three phenomena appeared. It was studied through the literature and it gave new ideas to the authors; afterwards the new data was added to the literature review.

After gathering the first data from the companies the answers were compared in order to find out whether one interviewee brought up an interesting question that could be discussed in the other company, so that it would be easier to analyze the results when all the aspects are discussed in the both firms. The second interviews gave the authors an
opportunity to talk to the people from the other departments of the companies and to ask their opinions on some of the questions from the first interview as well as to inquire the answers on the newly-developed questions.

The authors were aiming at the personal interviews in order to create trust of the respondents by face-to-face interaction and try to obtain perceptions, feelings and perspectives of the participants. However, since the companies are located in different countries, in Sweden and in Belarus, it was not completely possible. In a Swedish Company Nefab both interviews were conducted in person, while in Atlant in Belarus only one of the interviews took place in the company’s premises; the second one was arranged as a video call via Skype (a software with voice communications and multimedia sessions through the Internet) that gave the researchers a feeling of a personal interview. Besides, an extra interview regarding Atlant was also conducted face-to-face.

All the data was put on the paper during the interviews and rewritten into the text immediately after the meeting in order to avoid the losses of the valuable information. Moreover, additional information was provided by the managers in a form of advertising brochures, printed reports, slides from the presentations and other internal documents.

3.4 Validity and Reliability

There was always a discussion whether reliability and validity are needed in qualitative research. Lewis (2009) states that there is a less restrictive approach towards reliability and validity in qualitative approach than in quantitative. However, in order to get the best result from the work, good research design is important and both reliability and validity should be taken into consideration, reducing the possibility of getting the answers wrong. According to Patton (2001) while designing the qualitative research, analyzing the outcomes and judging the quality of the study, both aspects are important and should be emphasized. He also states that reliability is a consequence of the validity in a study.

3.4.1 Validity

Validity means the relevance of collected data, which answers research questions and, thus, supports the purpose. Thus, validity estimates whether findings truly represent the researched phenomenon. According to Lewis (2009, p.2) “the importance of ensuring the validity of qualitative research is found throughout the literature that espouses qualitative methods (Creswell & Miller, 2000; Denzin & Lincoln, 1998; Kvale, 1996; Lincoln & Guba, 1985)”.

The primary data was gathered during the four personal interviews. In addition to the fact that the interviews were carefully planned, the advantage of face-to-face conversation is that a researcher could adapt the questions to the respondent if necessary. On the other hand, when the authors had any clarifying questions, the interviewee could easily explain it using improvised materials, including slides and reports or even illustrate it on the whiteboard. Moreover, semi-structured interview itself enhanced the validity of the
research. All the obtained new information due to the open questions was seen as an opportunity to find more connection between motivations and strategy.

The data was written down accurately by the both authors and afterwards it was compared with the relevant information on the Internet in order to find out any divergences.

3.4.2 Reliability

There is a clear need in trustworthiness, dependability, and thoroughness of any research findings. “Although the term ‘Reliability’ is a concept used for testing or evaluating quantitative research, the idea is most often used in all kinds of research” (Golafshani, 2003 p.601). Thereby, it is suggested that the reliability should be evaluated in a sense that “if our work is not reliable, then it must be unreliable” (Wolcott, 2005 p.158).

“The conventional definition of reliability are those of stability, consistency, and predictability” (Lincoln & Guba, 1985 p. 298). In other words reliability proves whether the data collection techniques and analysis procedures will ensure dependable findings (Saunders, Lewis & Thornhill, 2007).

From the very beginning the research was conducted by the two authors what automatically enhanced the reliability of the work. The data was collected at the same time by the both researchers and discussed afterwards in order to share the ideas. The part of the secondary data for the empirical studies came from the official websites; this decision was made in order to ensure the reliability of the information. One of the research tasks was to obtain an in-depth understanding of the companies in the context of the topic. In this case interviewing was the most suitable option to investigate the organizations from inside. Moreover, it was decided to conduct two interviews in each company in order to increase the reliability. People from different departments but from the same company were asked the same questions in order to see whether the answers are similar meaning that the data is reliable. However, it could occur that in different departments employees had different perceptions and in our case it did not prove unreliability of obtained information, but on the contrary it helped to make some vital findings. Furthermore, the interviewers avoided leading questions that could provoke a participant to give an inaccurate response. Besides, follow-up questions were used in order to elucidate some of the given information, thereby, ensuring the collection of rich data (Lewis, 2009).

It should be mentioned that such a tool as a voice-recorder was not used during the interviews. And there are few reasons why the authors decided not to do that. First of all, cultural aspects play a big role when talking about trust. It would be very suspicious for a Belarusian company if one expresses the willingness to record a conversation. It would ruin a company’s attitude towards an interviewer and most likely one would receive less access to the information. Moreover, the permission should be obtained through head of a department even if he/she is not the one to be interviewed. Thus, it is most probably that he/she would not like to take the responsibility for the interviewed employee. Thereby, the authors agreed to take explicit notes knowing that they had a good experience in it.
Moreover, the voice-recording can affect relationship with an interviewee in every country reducing the trust between the participants. A respondent would be focused on what and how he is saying and that would influence the answers reducing the reliability (Saunders, Lewis & Thornhill, 2007).

During the interviews, which were conducted in Sweden (including skype interview with Belarusian company), the both researches were writing down the detailed notes. Subsequently, all the taken information was rewritten in the text and it was verified whether the authors interpreted it in the same way.
4 Empirical findings

4.1 Case company ATLANT, Belarus

ATLANT Inc. includes the following enterprises:

- Minsk Refrigerators Plant, which manufactures household refrigerators, freezers and vertical refrigerated showcases for trade organizations;
- Baranovichi Machine-Tool Plant, which produces compressors for household refrigerators, engineering systems for plastics processing, conveyor systems;
- Household Appliances Plant that produces washing machines and commercializes the production of other electric household appliances.

The authors did interviews only with the employees who work or used to work at Minsk Refrigerators Plant.

The company has received numerous awards for achievements in quality management such as Best Brand, Best Product, Best exporter, etc.

It can also be seen from Atlant’s mission and policy on quality and environment protection that company pays much attention to ecological issues and incorporates green activities into its operations (see Appendix 2).

The Environmental Management System (EMS) serves as a framework for all company’s activities in environmental protection area. Environmental Management System of development and production of household refrigerators, freezers, technological equipment, and of relevant services corresponds to the requirements of STB ISO 14001-2005 (Belarusian edition of ISO 14001). The company has the relevant certificate of conformity. EMS is an essential part of the whole management system in the company. All the procedures, methods and resources necessary for the implementation of the environmental policy are aligned with other company’s activities (production, finance, quality management, etc.).

ATLANT was the first enterprise in Belarus to introduce EMS in 2001 and to be certified according to STB ISO 14001. The decision to introduce EMS in the company was made on a voluntary basis as the relevant legislation was adopted in the country only in 2004. The main reason for voluntary introduction of EMS was the requirement by customers in Western Europe (Hungary, Germany). So, the primary motivation was economic: if EMS had not been introduced, it would have been impossible to export the products to the EU market. At the same time the company has improved its image among all the stakeholders, especially in Belarus. It should also be noted that only 17 companies in Belarus voluntary introduced EMS into their operations between 2001 and 2004 (when it became a legislation requirement).

The interviewee who used to work at this case company during the first years of EMS implementation also pointed out to a number of other motivations for involving in Environmental Management practices: a) tax deduction - Atlant is one of the first compa-
nies who got the Ecological Certificate. According to The Tax Code, the coefficient of 0.9 is used with ecological tax rate for such companies; b) *advantages in tenders* and bids; c) access to new markets. The head of Labor safety and Environmental Control said that currently regulatory compliance is a pressing motivator to deal with environmental issues.

Another advantage of EMS is that it helps to reach two goals more effectively: to better coordinate all the company’s activities related to environmental protection; to have a better understanding of corporate environmental issues among all the employees. The interviewee also mentioned tax reduction as one of the advantages.

EMS in the company is fully reflected in a special corporate document called “EMS guidelines”. EMS was developed in full compliance with the STB ISO 14001 requirements. This document is used by those departments and subdivisions in the company which are involved in the activities that have an impact on the environment. At the same time this document is not confidential as everyone including customers and ecological auditing organizations have access to it.

“EMS guidelines” (including the goals set within this system) are updated once a year. The head of Bureau for Ecological Monitoring receives the relevant information from the departments, analyses it and makes a decision about the changes and updates to the EMS.

Every subdivision in the company (department, bureau) which can cause any damage to the environment through its activities has a special employee who is responsible for EMS implementation (see Appendix 4). These employees report to Bureau for Ecological Monitoring via the heads of their respective departments about any environmental issues.

The company sets specific goals within its Environmental Management System. The plans on how to achieve these goals are developed by the employees responsible for EMS implementation. The plans are developed on the basis of certain ecological aspects revealed by the departments in their activities. These plans are then discussed and approved by the managers. They are reviewed yearly with regard to analysis and assessment results as well as to any updates in legislation.

The corporate ecological performance of ATLANT is regularly monitored. There are two types of *audits* that are conducted at the enterprise: external and internal. General external audit is done once a year, detailed external audit is done once in 3 years. The audit of the EMS and subsequent certification is conducted by Ecologiainvest, a national certification and auditing center. If any problems are revealed during an audit, the company undertakes necessary measures to solve those problems. The company then reports the results to the auditing organization. As for the internal audit it is conducted by 4 employees at the Department for labor safety and ecological monitoring who were specially trained for this. Internal audit is one of the EMS requirements. It is done not only to reveal any violations but mostly to prevent them. Finally, the employees at Bu-
reau for Ecological Monitoring conduct a daily analysis of different aspects of EMS functioning. They report the results to the departments and consult them on how to deal with all sorts of issues, problems and questions connected to environmental management system.

The company also organizes special lectures and trainings about EMS and environmental protection for the employees whose job involves environmental risks as well as for all the new employees. It should be noted that such lectures were included in the New Employees Training Program not long ago. This was suggested by the head of Bureau for Ecological Monitoring. His initiative was approved by the top management rather quickly and implemented by HR department. The relevant trainings are conducted on a regular basis and their frequency depends on the position of an employee. The remarkable advantage of such lectures is that employees have become ecologically responsible. An example can be given here: a new raw material was introduced into the technological process. The workers who use this raw material noticed that excessive waste products can be formed. They reported this to Bureau for Ecological Monitoring in order to start/induce developing the relevant waste handling procedure. The workers decided not to wait until the problem becomes crucial. This example shows the rise in environmental awareness among employees.

The company collaborates with a number of training centers including the one at the Ministry for the Environment and Nature Conservation. The employees from ATLANT Bureau for Ecological Monitoring hold lectures about EMS and various environmental issues. Ministry of Industry holds conferences and seminars at ATLANT for the representatives of different enterprises, associations and organizations who are interested in ecology, environment protection and EMS functioning. It was also underlined during the interview that other enterprises in Belarus regard ATLANT as a prominent company with regard to environment protection and effective EMS implementation and even ask for consultations and advice. Moreover, the company cooperates with Belarusian universities in the sphere of environmental protection. Students have an opportunity to work as interns in the company and look how it handles different ecological issues.

Environmental issues are integrated into the top-management decision-making process. This mostly concerns Research and Development department. It is required that any new process or technology is checked according to all environmental regulations and this data are taken into account by the management. One of the examples are the decisions about buying and introducing new raw materials or equipment into the production process: the company bought a new equipment, it was assessed that the waste vapor emissions cause substantial damage to the environment; Bureau for Ecological Monitoring suggested buying additional equipment for vapor emissions absorption; the top management approved this suggestion although the cost of additional equipment was equal to 1/3 of the price for the main equipment set.

The company conducts comprehensive cooperation with its suppliers and dealers with regard to two important EU regulatory documents: 1) REACH (Registration, Evalua-
tion, Authorisation and restriction of Chemicals), an EU regulation since December 2006. REACH addresses the production and use of chemical substances, and their potential impacts on both human health and the environment. It is the strictest law to date regulating chemical substances. REACH entered into force in June 2007, with a phased implementation over the next decade. 2) RoHS (The Restriction of Hazardous Substances), the EU directive which restricts the use of six hazardous materials in the manufacture of various types of electronic and electrical equipment. The suppliers are required to accompany their products with the relevant declarations of conformity.

The company has a special accredited laboratory which does all the necessary measurements and assessments related to environmental protection. Before introducing a new production technology it is always tested by the laboratory. If the test results show that harmful effect caused by this technology exceeds the market effect such a technology would not be developed further or introduced into the company’s production process. Atlant is doing separate garbage collection, aims at diminishing the quantity of waste and at increasing the use of secondary raw materials.

As for the safe disposal of the company’s products (mainly refrigerators, freezers and washing machines), ATLANT is not engaged in this activity for two main reasons: there is still no appropriate legislation in the country; and even if it is done on a voluntary basis, the special equipment and everything else involved in this process is very expensive, so the company is currently not ready to allocate funding to organize the disposal and utilization of its products. At the same time, customers can have the refrigerators and freezers utilized at a Customer service department since 2004. Nevertheless, very few customers have done so, mostly because this service costs a lot. It is much more easier just to throw away the old fridge or freezer.

The authors managed to have a short separate talk with two office employees in a company and discuss their perception of corporate ecological responsiveness. We found out that the employees were introduced to EMS requirements on the first working day and that the relevant trainings are conducted on a regular basis. An employee usually needs to read the necessary documents and do the computer tests. According to the employees, they read and study the documents because it is required by the internal company rules, there are also regular department meetings where environmental issues are also included in the agenda.

At the same time during the interview with the ex-employee who was developing EMS before voluntary ISO 14001 certification it was noted that EMS is better implemented at Baranovichi Plant than at two plants in Minsk. It is first of all reflected in the Environment Protection Policy and can be explained by a different corporate atmosphere and another management style (bottom-up approach, more employee involvement). These differences are connected to the fact that the plant is situated in a smaller city, as well as the age of senior management.
The interviewee also provided a lot of information about ISO 14000 series of standards, Environmental Management System (EMS) as well as Belarusian regulatory documents that are aligned with this international legislation. The authors decided to have a separate section on theory about EMS in the literature review, so the information received during the interview is included in this section (see 2.4).

Finally, the company uses special labels on its products as well as in marketing materials which inform the consumer about products’ environmental safety, energy efficiency and compliance with the main legislative requirements in environment field (for more information see Appendix 3).

4.2 Case company NEFAB, Sweden

Nefab is a global company that delivers complete packaging solutions to the six industrial segments: Telecom, Automotive, Energy, Industry, Healthcare equipment and Aerospace. The company offers both expendable and reusable packaging products such as wooden pallet collars, collapsible wooden crates, VCI packaging, steel containers and racks, export packaging etc.

Nefab was founded as a family business in 1923 in a small village in Sweden. Throughout the years it became a large-sized company (with the headquarters in Jönköping) with around 3 000 employees in more than 35 countries around the world. The rapid growth of the company started in the 60th when Nefab was receiving big orders from the customer Ericsson, who at the moment was a world-leading provider of telecommunications equipment and services. However, at that period of time there were not any strong environmental concerns, such a trend started at around the year of 1996. At that time the company went public (its shares appeared on the stock exchange) and started to publish annual environmental reports. Since that time it was possible to observe the company’s sustainable performance until 2002 when the last report was published.

As a result of the interviews the authors could identify a number of motivations for Nefab to go green. The first and the most visible one is their customers. Majority of the customers nowadays are concerned about environmental situation as well as human rights and labor. Nefab encourages their attitude helping them to reduce the impact on environment by introducing safe and green solutions in packaging.

The second motivation is the requirement in production and distribution that should be compliant with current laws and regulations. Thus, Nefabs main products are made of wood, plywood, and steel. The materials are safe to the environment and to humans, and can either be reused or recycled at the end of the product life cycle, with a minimum impact on environment. Moreover, the company tries to use as little material as possible in order to avoid unnecessary waste of resources.
However, as it is stated in the environmental policy (see Appendix 5) the company is willing to go further than just legal requirements and continue working towards reducing the overall environmental impact of the products. Besides, Nefab is planning to go back to the stock exchange that implies some more requirements for the company, for instance, publication of the annual environmental report, as it was in 1996.

Even though the first two motivations seem to be very visible, company’s culture plays a significant role not allowing to forget about morality. Thus, the ethical motivation exists along with the others. Mattias Hörberg, the head of HR, believes that “our [Nefab’s] core business is actually very much about sustainability, but we have not always been aware about this ourselves”.

Another small part of the motivation to go green is the employees who support the sustainable approach in the company. Thus, every new employee that enters the company studies an introduction course in the Web Academy, which includes such topics as sustainability, corporate social responsibility, human rights, etc. The managers at the same time try to keep employees informed about corporate environmental issues by sending internal news letter via e-mail and spread more information from the top to the bottom.

Nefab as a leading green industrial packaging company has developed a strategy in order to go towards sustainability with resolute steps. The green strategy targets three main areas: supply chain, own backyard, value proposition to the customers.

**Green Customer Offer**

Nefab offers customers the best packaging solutions for their products. It is important to provide packages with a high degree of goods protection, thus, during the transportation and storage preventing loss and unnecessary return. The low weight and volume of the packages also lead to transport economy. All these features of Nefab’s products help to reduce costs, but more important the environmental impact. Nefab’s products for export were recommended by many of the world’s largest industrial manufacturers for the quality, well-developed design and cost saving approach.

The customers can use the packages for the storage purposes when needed, thus, protecting and prolonging life of goods. Besides, Nefab’s products also fulfill the purpose of protecting the environment from hazardous goods during transportation and storage.

Another alternative is to forward the packages back to the sender. Ideally, the empty packaging travels in a fully loaded truck in a non-assembled condition which is very compact. This service is provided by Nefab and is free of charge for a customer. Thus, the received packages can be reused again or if it is not possible recycled.
In order to calculate the best packaging solution for the customer or optimize current one, Nefab has developed ECO Calculator. This tool helps to make a full Life Cycle Assessment of the environmental impact from the packaging solution and calculate, for instance, global warming potential and water consumption. Thus, with ECO Calculator it is possible to find the best packaging solution and compare it with existing one. A customer will get detailed information regarding the possible saving and environmental advantages that is also can be shown on the graph in comparison with current situation.

Furthermore, not all of the customers are aware of or understand the importance of the ecological issues, so Nefab takes the initiative to explain what they can do in order to improve the environmental situation. Nefab can offer some alternatives including packages from eco-materials. The authors were impressed that about 25% of the customers are interested in these ecological materials what is a good percentage, especially when a green tendency is growing.

Green Supply Chain

Nefab is concerned not only about their own production, but also about the raw materials that are provided by different suppliers. Nefab conducts supplier evaluation which looks like an on-line questionnaire where, depending on the answers, the company can evaluate which supplier has a similar attitude towards sustainability and thus can be a better partner. Moreover, it helps to control activities of existent suppliers and motivate them to perform better regarding the environment. Besides, if the company feels that this evaluation is not enough and it is needed to know more details, Nefab can conduct an environmental audit of a supplier in order to be sure that all the requirements are executed.

Green Operations

In October 2008 the company signed the United Nations Global Compact supporting its initiative. The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, environment and anti-corruption. Nefab takes actions to improve the company’s operations in this respect. The Swedish firm promotes environmental responsibility within the company while focuses on sustainable development.

Environmental Management Systems is also important in the company and is implemented in every big entity. In the small units it is usually not a priority, however, if EMS is needed, it will be implemented in the short term. For this purpose the company has an internal audit every year. Then the responsible person in each entity has to answer a questionnaire in order to check how well environmental system works there and if there is a need in implementing some new regulations. For instance, with the help of this questionnaire Nefab plans to implement ISO
14001 to every unit that has more than 15 employees or the revenue of more than 5 million euro until the year of 2014.

It was interesting to know for the authors that there is not any special department in the company which is in charge of the environmental performance. However, you can observe a division in the organizational structure called Green Team (see Appendix 6). It is a committee that consists of some managers from different departments and even from the different regions who are responsible for ecological responsiveness and overall green strategy. The main task of the this Team is to develop green offer for the customers by introducing engineered complete packaging solution that reduces total costs and environmental impact at the same time. The committee assembles 6 times a year for discussing the results and further plans. Despite the fact that the Green Team itself does not have any authority, each member of the committee has an authority with a current position in the organization.

Green Team is responsible for the implementation of the strategy. In order to control the performance of the committee an internal reporting is done once a year where one can see whether the plans were successfully executed. The goals of the strategy can also be reviewed and improved around once a year if needed.

There is no tight cooperation with other organizations. Nefab prefers to invest in the company itself developing technologies and important tools, such as ECO Calculator. Every unit decides itself how much money they can spent on the green initiatives, in headquarters, for instance, it is around 1% of the profit.

Even though the company usually does not give away the money preferring to invest in the sustainable part of the business, in 2010 Nefab joined a business partnership with the non-profit organization Trees for the Future. Since 1989 this US based organization has been helping rural communities around the world to plant trees as a counteract to deforestation and the greenhouse effect. So far ‘Trees’ has planted more than 65 million trees in Central America, Africa, and Asia. Nefab makes the donations around once in two years, thus, sponsoring Trees for the further activities.

Regarding the marketing of the green activities the company does not go further that the information on their website. Nefab prefers to communicate directly with the customer explaining, what are the advantages of their products especially in the context of the environment.
5 Analysis

In this chapter, the authors discuss the empirical findings in light of the theoretical frame of reference. Characteristics and peculiarities of corporate green motivations and strategies in two case companies are aligned with the features of national cultures in Belarus and Sweden to provide understanding on how culture influences the implemented strategies and underlying drivers for going green. Some findings that were not revealed in the theory on corporate greening are also reported in this chapter.

5.1 Case company ATLANT

Greening in case company ATLANT is understood as all the activities related to Environmental Management System.

The authors have identified the following motivational factors for adopting EMS in this company:

a) Stakeholder pressure;
b) Access to new markets;
c) Ability to improve internal organization procedures;
d) Ensure better organized documentation;
e) Ability to increase employee awareness;
f) Advantages in tenders and bids;
g) Improving image of the company;
h) The need to comply with the legislation (after 3 years since EMS adoption);
i) Tax deductions (after 3 years since EMS adoption).

Company Atlant adopted EMS first of all because there was a clear pressure from customers in Western Europe. If the company did not use EMS as an overall strategy to effectively combine and manage corporate environmental activities it couldn’t sell its products to a number of customers on European market. This kind of motivation falls within stakeholder pressures (Lawrence & Morell, 1995; Berry & Rondinelli, 1998) or can also be explained as a desire to satisfy the demands of external market constituents (Delmas & Toffel, 2008). From cultural perspective Belarus is characterized as a society where people tend to avoid uncertainty, prefer structured and predictable situations which explains high score in uncertainty avoidance (Hofstede, 1993). This desire to keep away from ambiguity provides a reason for company’s voluntary adoption of EMS after pressures from stakeholders. If Atlant had chosen not to implement this system it would have faced many problems and threatening situations from economic perspective as well as in relationships with customers.

Moreover, high uncertainty avoidance in Belarusian national culture accounts for another motivation to adopt EMS in Atlant which is ability to better organize documentation. This motivation is secondary but illustrates very well how national culture influences corporate decisions to go green. According to Morrow and Rondinelli (2002) EMS certification is a good way to make environmentally related documentation more
comprehensive and structured. Indeed, the process of documentation flow in Atlant (not only in green activities but in general) is well organized and characterized by high degree of complexity. On the one hand this decreases the uncertainty but at the same time causes bureaucracy and difficulties in effective internal communication.

Uncertainty avoidance dimension, in which Belarus has a high score, also brings about such peculiarities of environmental management as detailed planning, rigidly structured and regulated decision-making process, lack of flexibility and cautious attitude to changes and innovations. These characteristics can be well seen in EMS Guidelines (an in-house document that describes all company’s green activities in detail) as well as from interview data. For example an employee who needs to contact Bureau for Ecological Monitoring or report to it about any environment related issues, has to write an official note and do it via his/her department manager. This fact suggests the explanation why ability to enhance internal organization procedures and to put environmental protection programs into a consistent framework (Morrow & Rondonelli, 2002) is among Atlant’s motivations to adopt EMS. Strong hierarchical relations in reporting about environmental issues as an element of green strategy is also linked to another dimension from Hofstede model which is power distance. Societies with high score on this dimension tend to create and accept authority levels between people, top-down management approach is prevailing, power is centralized and managers do not give much authority to their subordinates while clear instructions are provided for each task.

The desire of companies to avoid ambiguity and uncertainty might also influence such motivation as legislation compliance (Bansal & Roth, 2000; Lawrence & Morell, 1995). Nevertheless, the authors were not able to see any connection in this regard because, as it was stated above, Atlant adopted EMS voluntarily 3 years before the relevant legislation base appeared in the country.

The absence of ethical concerns among motivations to involve in green activities stems from the fact that Belarus scores low on such dimensions as femininity and future orientation which are inherent to the societies where ensuring good quality of life for future generations is an important issue. Another indicator of low future orientation in Belarus is that very few people use refrigerator utilization service and the company itself charges high price for this service.

At the same time Belarus is characterized by high masculinity and high assertiveness which implies achievement driven employees. They are strongly oriented towards attaining of the goals set by the management; one of the main values is success and good image of the company. This is reflected in company’s green strategy in the way that internal EMS audits are conducted yearly and Bureau for Ecological Monitoring does daily inspection of departments. The main ambition is to prevent any violations or non-conformance of actions with documentation and ensure that external auditors give good feedback about EMS functioning at the enterprise. Such an aspiration is motivated by the desire to enhance the image of the company and its reputation with stakeholders and
society (Russo & Fouts, 1997; James et al., 1999; Khanna and Anton, 2002; Morrow & Rondinelli, 2002).

*Improved image* of a company as a motivation to go green is also reflected in Atlant’s cooperation with training centers, Ministry of Industry and universities. The company shares its experience and knowledge about environmental management by organizing workshops, seminars and lectures. These practices can be also explained by the *moderate level of institutional collectivism* in Belarus which means that organizations and society as a whole encourage societal collective action (Northouse, 2010).

One of the remarkable facts about Atlant’s green strategy is that *regular trainings and lectures are organized for employees* who are involved in EMS implementation. This is done to reach the goal of improving their environmental awareness and understanding of corporate green practices and activities. After the EMS adoption and the introduction of training programs the employees became more encouraged to monitor and report possible waste formation within different technological processes (Rondinelli and Vastag, 2000). This shows that people are loyal to the organization and express cohesiveness with it (Northouse, 2010). So *high score on in-group collectivism* dimension explains why Belarusian company Atlant reported the improvement of employee awareness as one of the motivations to adopt EMS.

It should be noted that *tax deduction* in ATLANT is more a benefit than a motivation because EMS was adopted in 2001 and tax deduction legislation was introduced only in 2004. So, tax deduction factor was only one of the incentives to continue implementing green activities within EMS. Moreover, tax deduction as a motivator was not reflected in literature reviewed by the authors, so it can be regarded as one of the essential findings of this research.

In general, the green strategy at Atlant can be described as *proactive* for a number of reasons:

1. The legislation compliance was not a primary motivator (Aragon-Correa & Rubio-Lopez, 2007) as the relevant law which strongly recommended adoption of EMS to enterprises was introduced in the country only 3 years after ATLANT had done so voluntarily.
2. The company conducts not only external audits but also internal ones. It is done not only to reveal any violations of ecological policy requirements but mostly to prevent them.
3. The top management in the company takes into account ecological issues when making strategic decisions.
4. The company collaborates with a number of training centers and universities in the field of environmental education.
5. If the test results of a new production technology show that harmful effect caused by this technology exceeds the market effect, such a technology will not be developed further or introduced into the company’s production process.
5.2 Case company NEFAB

In Nefab greening is more than just an environmental management, it includes employee relations, society, customers and suppliers, health and safety.

The authors have identified the following motivational factors for adopting green strategy in this company:

- a) Morality (core values);
- b) Customers demands;
- c) Sustainable value creation;
- d) Supplier evaluation;
- e) Access to new markets;
- f) Appearance on stock exchange;
- g) Need to comply with the legislation;
- h) Employee concerns.

Nefab’s greening starts from the corporate culture. One of the company’s core values is respect: *respect for all stakeholders and for the environment*. The company uses resources efficiently and carefully. Besides, it expects the same attitude from the suppliers. Nefab is concerned about the societal goals and tends to cooperate with non-profit organizations. Moreover, the authors found the company’s attitude towards recycling very responsible. All these facts imply that environmental responsibility and ethical values are the primary motivations for going green (Wood, 1991; Bansal and Roth, 2000). These motivations can be explained with the *high level* on three cultural dimensions: *femininity, future orientation and institutional collectivism*, which reflect tender values among people and the concerns about the quality of life regarding the whole society both at present and in the future.

The company is *oriented to performance* constantly searching for the best design of the products. With this objective Nefab tries to create light packages with the *utilization of less materials* that are easy and safe to use for transportation. As a consequence the price is going down creating an attractive offer for a customer. However, Nefab looks much further. It evaluates the impact on the environment while using different packages and afterwards *suggests the most environmentally-friendly option to a customer*. This behavior once again emphasizes *institutional collectivism* as the company tries to do the best informing the customers about the environmental impact and suggesting the possible alternatives to diminish it. In the literature this concept is called ‘win-win’, when one reduces the impact on environment while cutting costs (Schmidheiny, 1992).

Only in a country with a *low power distance* it is possible to establish such a loose division as *Green Team*. In the company the hierarchy is used only for convenience, thus, it does not prevent employees from communicating directly to the necessary person. Low uncertainty avoidance makes the company more flexible and faster with decision-
making. Thus, decentralization in Nefab simplifies implementation of the strategy in the way it is more convenient for each entity.

With the high performance orientation Nefab takes a good care of employees making sure that they are educated within sustainability subject and informed about the environmental performance in the company. This makes them aware of what the company is doing and planning to do towards greening. Thus, it makes the them feel proud of the firm they work for. Moreover, such an attitude involves all the employees in a sense that they are encouraged to express their ideas. The high score of individualism proves that employees in Sweden are ready to take initiative and be responsible for that. Furthermore, they have an entrepreneurial mindset and are not afraid to innovate.

There is a certain environmental legislation for manufacturers including packaging companies, for instance, products shall not be fabricated using toxic chemicals that can reach the environment, packaging should be 100% recyclable etc. Thereby, motivation to comply with the regulations can be applied to any organization (Bansal & Roth, 2000; Lawrence & Morell, 1995). However, Nefab focuses on continuous improvement. In their opinion it is not enough just to stick to the rules in order to decrease overall environmental impact and prevent pollution. Thus, they are willing to go beyond. This comes from the national culture which according to GLOBE (2004) is future orientated. People and companies think about the future and try to protect themselves and next generation e.g. preserving the environment.

However, the decision to go back to the stock exchange will add some new requirements and speed up the environmental processes in the company since the sustainable aspect has an impact on the equity value (McKinsey Quarterly, 2007). Environmental management and effort of a company towards environmental impact prevention usually cause an increase of the stock value and ensure a good position in ecological ratings (e.g. EcoVALUE’21 Rating and Dow Jones Sustainability Index etc.).

The authors identify the green strategy of Nefab as proactive for a number of reasons:

1. Nefab consumes less materials for the production and reuses as much as possible of their products.
2. The legislation is not the main motivation (Maxwell et al., 1997), but morality and future orientation.
3. Development of IT tools (e.g. ECO Calculator) in order to calculate impact on the environment from the packages, and thus, to find the best solution how to reduce it.
4. Nefab helps the customers to reduce their impact on the environment by providing with the ‘ecoefficient’ packaging solutions (Correa & Rubio-Lopez, 2007).

5.3 Comparison analysis of the case companies.

Although the strategy is proactive in the both companies, the authors should highlight that the level of green proactiveness is higher in Nefab than in Atlant for a number of
reasons. Ethical motives to go green were clearly stated only in Nefab. Moreover, Nefab has a more loose internal structure including the procedure for implementing green activities, while Atlant is characterized by a more tight organizational structure with a number of not very efficient bureaucratic procedures. Recycling activities are done in Nefab on a regular basis, while in Atlant in-house utilization of products is offered as a paid service to the customers and almost no one makes use of such a service due to high prices. Finally, the cooperation with NGOs and environment interest groups is better developed in Nefab as the company makes donations and supports international ecologic initiatives. The higher level of green strategy proactiveness is again explained by high levels of future orientation, femininity and institutional collectivism in Swedish society.

The following table shows the main findings that resulted from the analysis of two case companies. It represents the manifestations of national culture characteristics that were identified in green motivations and green strategies.

<table>
<thead>
<tr>
<th>Green motivation (incl. EMS adoption)</th>
<th>Strategy elements</th>
<th>Culture characteristic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ATLANT (Belarus)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer pressure</td>
<td>EMS adoption in general</td>
<td>↑ Uncertainty avoidance</td>
</tr>
<tr>
<td>Better organized documentation</td>
<td>EMS is very well structured but is also characterized by high degree of complexity</td>
<td>↑ Uncertainty avoidance</td>
</tr>
<tr>
<td>Optimization of process flows</td>
<td>Strong hierarchical relations in reporting about environmental issues</td>
<td>↑ Power distance</td>
</tr>
<tr>
<td>Improved corporate image</td>
<td>Frequent internal audits, daily inspections</td>
<td>↑ Assertiveness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>↑ Masculinity</td>
</tr>
<tr>
<td>Improved corporate image</td>
<td>Cooperation with training centers, government and universities</td>
<td>Institutional collectivism</td>
</tr>
<tr>
<td>Improved employee awareness</td>
<td>Training (seminars, lectures) on EMS and environmental issues</td>
<td>↑ In-group collectivism</td>
</tr>
<tr>
<td>Comply with legislation</td>
<td>Regular external audits</td>
<td>↑ Uncertainty avoidance</td>
</tr>
<tr>
<td>NEFAB (Sweden)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Ethical considerations** | Free utilization of products is offered; cooperation with NGOs in the field of environmental protection
|   | ↑Femininity   |
|   | ↑Future orientation   |
|   | ↑Institutional collectivism   |
| **Improved employee awareness** | Education; keep employees informed about plans and achievements
|   | ↑Performance orientation   |
|   | ↑Individualism   |
| **Cost reduction** | Utilization as less resources as possible during production
|   | ↑Performance orientation   |
| **Competitive advantage** | Calculate not only the cost but also impact on the environment for the customers.
 Suppliers are evaluated in order to avoid dangerous materials when suitable and look for available more environmentally friendly alternatives
|   | ↑Institutional collectivism   |
|   | ↑Performance orientation   |
| **Optimization of process flows** | Green Team as an informal division
|   | ↓Power distance   |
6 Conclusion

Corporate greening is an extensive field of study as scholars from different academic areas such as management, marketing, human resources, organizational behaviour, etc. are contributing to the research. It is explained by the fact that nowadays environmental issues are of big importance for all society members. The authors have found out that there are two major layers of literature on corporate greening. The first one is devoted to investigating the reasons why firms involve in ecologically responsive initiatives, while the other one is about particular strategies companies implement to respond to environmental issues. The literature that was reviewed within the framework of these two aspects indicates that most of the research related to corporate greening is limited from cultural perspective (Bansal & Roth, 2000; Sharma and Vredenburg, 1998; Branzei et al., 2001; Faulkner, Carlisle & Viney, 2005; Hahn & Scheermesser, 2006; Rivera-Camino, 2007) and this fact makes it difficult to know whether the findings received in one cultural context are true in another. At the same time researchers from academic fields, other than corporate greening, report that national culture differences have a remarkable impact on management practices and organizational change strategies (Newman & Nollen, 1996; Kirsch et al., 2012). Moreover, there is evidence in literature that national culture affects strategies of organizations (Elenkov, 1997) and is significant in forming managerial motivations (Fey, 2005).

All the ideas briefly presented above lead the authors to decision of exploring national culture differences and their relation to corporate greening aspects. The purpose of the research was set as to explore whether national culture influences corporate greening by focusing on motivations of companies to go green and strategies that they use to respond to environmental challenges. Corporate greening activities were studied in two case companies that operate in countries with clear cultural differences. The authors used two models on national culture characteristics to get a proper description of cultural features in these two companies.

6.1 Results

The analysis given in section 5 suggests that there are a number of cultural dimensions that have a certain impact on green motivations and green strategies.

High scores on future orientation, femininity and institutional collectivism account for such motivations as ethical considerations and environmental concerns meaning that moral values will be dominating in deciding to go green. As the example of Swedish case company has shown companies functioning in the societies with these cultural characteristics tend to highly value the importance of environment protection and involve stakeholders in their green activities. The idea of being ecologically-friendly is deeply embedded into core corporate values.

Uncertainty avoidance plays noticeable role when a company aims at reducing economic risks related to customer demands and wants to better structure the whole process of green strategy implementation. Societies scoring high on this dimension usually aspire
to develop formalized rules and avoid the need of discretion. Therefore Environmental Management System is a good tool for companies from such societies to ensure clear and structured process for its green practices.

It was also noticed by the authors that the desire of a company to improve its image is influenced by national culture characteristics, although different dimensions are linked to this motivation (performance orientation, assertiveness and masculinity). This fact implies that more research can shed light on these results.

Power distance is the dimension which provides good explanation for the way how companies organize data communication and reporting process within environmental management system. In other words it reflects the level of bureaucracy. The example of case company from Belarus shows that organizations functioning in societies with high power distance establish rather rigid internal procedures. It is clearly regulated who should report to whom, in what situation and in what manner. If these rules are not observed by the employees their problem or suggestion might not reach the person in charge who can resolve a particular problem or take the suggestion into account.

Moreover, the analysis of corporate greening activities and motivations in two case companies has shown that green strategy is connected to drivers of corporate ecological responsiveness. If a company’s primary motivations are not complying with legislation and desire to avoid fines and penalties due to incompliance, the strategy will be more proactive and not reactive. The antecedents of a proactive green corporate strategy are such motivators as ecological responsibility, individual concerns about environmental impact, desire to improve company’s image and develop a competitive advantage.

Based on the above discussion it is possible to conclude that national culture influences green strategy through green motivations. Values and beliefs embedded into national culture are transferred to the companies’ core values arousing motivations to go green. If norms and ideals present in national culture do not encourage environmentally friendly behaviour, the company operating in such a society is less likely to involve in green activities without special pressures such as legislation or customers demand. Further, the drivers of corporate green initiatives influence behavior and goals of an organization defining the way in which it will tailor the most appropriate green strategy. Thus, the elements of strategy reflect the initial motivations for environmental responsiveness which, in their turn, are predetermined by the peculiarities of national culture.

6.2 Contribution to research and implications for practitioners

The findings presented in this thesis demonstrate that national culture influences corporate green strategy and green motivations in certain ways. The authors believe that the research described herein marks the start of an interesting study area and begins to fill the gap that has existed in corporate greening academic field. At the same time these findings are based only on the results received from two case studies. Therefore, more research is needed to check these results, e.g. quantitative study involving more compa-
nies from both countries. Further research can also be conducted in other countries (cultural settings) to provide a more reliable evidence of national culture importance in corporate greening aspects.

The results described in this thesis support the idea that managers at all organizational levels should take national culture characteristics into account to make the strategy development and implementation more effective. The authors also suggest that policy makers might benefit from getting a better understanding of how culture influences corporate green motivations. For example, tax reduction motivator is one of the interesting findings of this research. The case company in Belarus was not primarily motivated by this because the relevant legislative act was adopted three years after EMS certification in the company. So, tax reduction was a kind of a legislative reward for those companies that were the first to incorporate EMS in the country. Nevertheless, the general idea about tax reduction as a regulatory incentive may be developed by legislators further. Tax reduction opportunity can stimulate companies to be more enthusiastic in working with environmental issues and more willing to develop effective tools and strategy elements within this area.
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Appendix

Appendix 1. The green Marketing Strategy Matrix

Appendix

Appendix 2. Case company ATLANT. Information received prior to the first company visit.

<table>
<thead>
<tr>
<th>Company’s Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Servicing the interest and demands of our customers is the main objective of the team. Products and services by ATLANT Inc. must meet the requirements of the customer and be of benefit for the individual.</td>
</tr>
<tr>
<td>Ways of implementation:</td>
</tr>
<tr>
<td>• continuous analysis of customers' requirements;</td>
</tr>
<tr>
<td>• studying the influence of different regimes of products storage and processing, regarding preservation of their nutritive values;</td>
</tr>
<tr>
<td>• developing competitive and ecologically safe products of high quality;</td>
</tr>
<tr>
<td>• emphasizing product output and rendering of services, which meet the demands of the consumers;</td>
</tr>
<tr>
<td>• developing engineering processes ensuring reliable quality, when manufacturing each part individually and the product as a whole, regarding ecological safety;</td>
</tr>
<tr>
<td>• constantly perfecting quality and environment control systems;</td>
</tr>
<tr>
<td>• continuously improving professional competence and ecological education of employees of every level;</td>
</tr>
<tr>
<td>• preventing environment contamination by introducing low-waste and waste-free technologies;</td>
</tr>
<tr>
<td>• continuous interaction with the suppliers of the materials and completing articles.</td>
</tr>
</tbody>
</table>

Policy of Top Management of the Minsk Refrigerator Plant of ATLANT Inc. on Quality and Environment Protection

| Motto: Devotion to interests and demands of our customers is the major task of the collective. |
| Aim: Products and services of the ATLANT Inc. should meet the buyer's requirements and help humans. |
| Ways of attaining: |
| 1. Permanent study of consumers' requirements. |
| 2. Research of various storage and treatment modes of foodstuffs on preservation of their valuable nutritional properties. |
| 3. Creation of high-quality competitive products. |
| 4. Orientation towards products and services responding to consumers' requests. |
| 5. Adherence to the principle of continuous improvement of quality management and environment control systems based on legislative and regulatory acts and company standards. |
| 6. Definition of ecological aims and tasks responding to the principle of gradual perfection of ecological indicators. |
| 7. Introduction of modern technologies and sophistication of current processes that ensure high product quality and reduction of harmful emissions and drains. |
| 8. Striving towards reduction of wastes, making recycling of them wherever possible. |
9. Permanent cooperation with suppliers of raw materials, parts and components with the aim to upgrade quality, gradual reduction of consumption and formation of harmful chemicals in the production.
10. Permanent upgrading of qualification and knowledge in the sphere of quality and environment protection by the employees of all levels.
11. Respect of the interests of the society, general accessibility of data on the influences of the enterprise on the environment, human health and safety.

Policy of the Baranovichi Machine-Tool Plant of ATLANT Inc. on Quality and Environment Protection

Motto: Love people and the Earth.
Aim:

- Manufacture of high-quality competitive products and rendering services responding to consumers' requests and expectations to the fullest possible extent.
- Guarantee of ecological safety of the products and manufacture thereof, permanent improving and preventing the environment pollution.

Foundations:

- Mister customer is the source of our wellbeing. Not he depends on us, but we depend on him.
- Work as one whole family. The managers create an atmosphere for fruitful work and high level of satisfaction of the personnel.
- Every employee shall:
  - Bear responsibility for quality of his/her labour and environment protection;
  - Never deliver and accept poor-quality products;
  - Consciously perceive the present Policy.
- Continuously improve everything we do.
- Preservation of high quality of products and services and improvement of competitiveness demand permanent improvement of the environmental management system and processes of the quality management system.
- Observe ecological purity of production and order on the earth.
- Ensure the conformity of the production activity to the requirements of the environmental legislation of the Republic of Belarus, STB ISO 14001 and other requirements related to ecological aspects. Consider the environment protection equally with economical and social interests of the collective.

Ways of attaining:

- Deep marketing researches of customers, suppliers, and competitors;
- Engineering developments in mastering new articles, modern design solutions, introduction of new technologies with estimation of the environment impacts;
- Effective control and testing the product;
- Targeted personnel training at different levels;
- Modern quality management methods corresponding to Standards STB ISO 9000;
Appendix

- Management and control over usage and storage of hazardous substances, wastes, and fuel and lubrication materials;
- Improvement of labour conditions at workstations, prevention of emergency situations, and carrying out of preventive measures;
- Optimization of technological processes with the aim of step-by-step reduction of specific consumption of materials, natural and energy resources, emission of pollutants, waste water drainage, and wastes generation in production and disposal of products;
- Bringing the requirements on environment protection to the notice of suppliers and contractors;
- Openness, interaction and cooperation with all interested parties.

Appendix3. Information from marketing materials received during the company visit

Poster about a new refrigerator product line:

The label “100% safety for the environment”

The label “Energy efficiency classes A”

The label “Environmentally friendly refrigerant”

Catalogue of refrigerators and freezers, 2011:

“ATLANT refrigerators and freezers are certified at the The VDE Testing and Certification Institute which is accredited on a national and international level for the area of testing and certification of electrotechnical equipment, components and systems”.

VDE Certification Mark

“All ATLANT refrigerators and freezers are produced from ecologically friendly materials and comply with the requirements of EU RoHS directive 2002/95/EC”.

RoHS Compliance Mark

The Geprüfte Sicherheit ("Tested Safety") or GS mark is a voluntary certification mark for technical equipment. It indicates that the equipment meets German and, if available, European safety requirements for such devices. The mark is based on the German Equipment and Product Safety Act ("Geräte- und Produktsicherheitsgesetz", or "GPSG").

For further information see http://atlant.by
Appendix

Appendix 4. ATLANT organizational structure showing company’s subdivisions responsible for EMS implementation
Appendix

Appendix 5. Nefab Environmental Policy

<table>
<thead>
<tr>
<th>Low impact management</th>
</tr>
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<tbody>
<tr>
<td><strong>- Product Protection</strong></td>
</tr>
<tr>
<td>The most important function of Nefab’s packaging is to protect goods being transported and stored, thus preventing the unnecessary loss of resources through product damage.</td>
</tr>
<tr>
<td><strong>- Low Total Environmental Impact</strong></td>
</tr>
<tr>
<td>In our process for developing complete packaging solutions, we strive to enable our customers to achieve the lowest possible total environmental impact, by focusing on the entire life cycle of a packaging.</td>
</tr>
<tr>
<td><strong>- Continuous Improvements</strong></td>
</tr>
<tr>
<td>Our minimum requirement in production and distribution is compliant with current laws and regulations. Our aim, however, is to go beyond today’s legal requirements by continuing to work toward reducing the overall environmental impact of our products, and preventing pollution.</td>
</tr>
<tr>
<td><strong>- Efficient and Careful Use of Resources</strong></td>
</tr>
<tr>
<td>Nefab feels a tremendous responsibility in the area of natural resources. We utilize nature’s resources as sparingly and efficiently as is technically possible, and economically viable. We also encourage our suppliers to act in the same responsible manner.</td>
</tr>
</tbody>
</table>

For further information see [http://www.nefab.com](http://www.nefab.com)
Regarding the Green Team:

The leader of the Green Team is the Head of Customer Solutions. However, at the same time regional Marketing, Procurement and HR/Operation teams can be involved in this committee when needed.