Social responsibility

- *A case study about motivation behind taking on a social responsibility for entrepreneurs and local enterprises in Lammhult.*
**Introductory Remark**

The following case study is a subject specific thesis within the Management course in the MSc in Business Administration and Economics program (Civilekonomprogrammet) at the School of Business and Economics at Linnaeus University. The case study has been conducted during the spring semester 2013 and contains 15 credits.

We as writers would like to address a great and humble thanks to first of all our examiner Anders Hytter, who has guided us and given us feedback and comments throughout this thesis via conversations, mail and seminars that have taken the thesis forward. Secondly, we would like to thank our supervisor/tutor Hans Lundberg, that with his expertise in the field of Entrepreneurship has guided us and given us feedback and advise when needed. Last we would like to thank all of our opponents who have given us feedback during the seminars, our respondents for kindly and willingly let us come and interview them and let us inside their businesses and finally a big thanks to all of our friends and family who have read our thesis and given us some extra eyes when needed.

All help has been welcomed and appreciated. Thank you all.

Linnaeus University, Växjö 28th of May 2014

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Alexander Baumann                  Oskar Kindgren
Abstract

**Title** Social responsibility – A case study about motivation behind taking on a social responsibility by entrepreneurs and local enterprises in Lammhult.

**Course** 2FE01E, bachelor thesis, management, 15 credits.

**Authors** Alexander Baumann and Bob Oskar Kindgren

**Tutor** Hans Lundberg

**Examiner** Anders Hytter

**Keywords** Social responsibility, motivation, local community, respect, CSR, social contributions.

**Introduction** Our pre-determined view of entrepreneurship and enterprising was that their motivation for existence where to earn money – to make profit. While we got deeper understanding in the subject we understood that entrepreneurship and enterprises has more to offer than just profit. In their local communities there seem to be an interest from them to contribute and take on a social responsibility. We wanted to understand why they do this.

**Problem - Formulation** What is their motivation behind taking on a social responsibility in the local community?

**Purpose** The purpose of this bachelor thesis is to increase the understanding of why local entrepreneurs and enterprises take on a social responsibility in their local community. Highlight possible motivational factors that underlie the entrepreneurs and enterprises engagement in the social environment of their community.

**Method** The study is hermeneutic with an iterative approach. A case study was used to collect the empirical data. Five semi-structured interviews have been conducted with local entrepreneurs and enterprises in Lammhult.

**Conclusion** The motivation behind our respondents taking on a social responsibility in the local community could be explained by factors as them wanting to feel appreciated, respected, internal motivation – like personal agenda, context and economic factors.
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1. Introduction

Since we started our studies at Linnaeus University we have been interested in entrepreneurship and business creation. The fact that the two of us chose to take our minor in Organization and management was an easy and natural choice since entrepreneurship is the research area that we are really passionate about. One of us has also had the opportunity to be part of entrepreneurial activities during our studies at Linnaeus University. We became interested in the field of entrepreneurship because of the heightened publicity on individuals who started companies that resulted in great success. The freedom of owning your own company and running it successfully gives you the opportunity to earn far more money than in a regular employment. These were all factors that increased our interest in the subject. Throughout our studies our view of entrepreneurship changed successively and we began to understand that the subject had broader implications than just making money.

1.1 Background

When we started our independent degree project in Management science we first thought of researching local hero entrepreneurs from small municipalities. This because we are all from small cities in southern Sweden and we have all seen the effects an entrepreneur can have on small communities. We had the idea that the current image of the hero entrepreneur highlighted big names as Ingvar Kamprad (founder of IKEA), Steve Jobs (founder of Apple) and Mark Zuckerberg (founder of Facebook). The media buzz around these persons – along with many others – have been huge and is still big today. But what about all the entrepreneurs that are working hard but do not get the same attention? The majority of the start-up ventures are and will stay small throughout their whole existence but still have an impact on the areas they operate in (Davidsson, 1993). This made us very interested in finding local entrepreneurs in small communities and to highlight the effects that these individuals can have on their society. While working in that direction we understood that it is not the economic effect of the entrepreneur or entrepreneurship we wanted to examine, but the possible effects that entrepreneurship and enterprising can have on the society in terms of social aspects. This idea came from a discussion, talking about money and what we would like to do for our community if we had the opportunity and money to do something. Some social effects might be sponsorship of local football teams,
building an ice hockey arena or helping out at social happenings in the community. These are small social effects of entrepreneurship, but what is the motivation behind helping out socially in the community? We have a preconceived notion that the motivation behind helping out socially could be love to the community, personal relationships or respect for the company in the eyes and minds of others.

1.2 Problem Discussion

Today we speak a lot about entrepreneurship and what effects it can have on economic growth, economic development and welfare - just mentioning a few examples. The economic effects entrepreneurship has on the community are possible to measure through jobs created and paid tax revenues. According to Davidsson (1993) the economic effects of entrepreneurship are well known. But there are more than just economic effects of entrepreneurship. Bartlett and Dibben (2002) and Morris and Jones (1999) state that entrepreneurship is important and influence the society in more ways than just economically. Enterprising and entrepreneurship can have social and cultural effects that make the community a better place to live in. Hjort & Steyaert (2003) also contributes to the line of reasoning with Bartlett and Dibben (2002) and state that we need to look beyond purely economic aspects. But what are the effects that go beyond economic aspects? Maybe they are intertwined with each other? We have played football in our youth but we never reflected about how the clubs could afford us with clothes, shoes, water bottles and trips. Today we have realized that sponsorship made this possible and gave many children in the community the opportunity to join, even those with a poor economic background. This resulted in a more joyful environment that everyone could be involved in. Porter (2012) argues for how fundamentally important it is for enterprises to create economic value and social benefits simultaneously. He means that creating economic value while at the same time trying to fulfil social goals like improving environmental performance, reducing problems of health, improving nutrition, reducing disability and improving safety should to a larger content be in the interest of the enterprises. This is called Corporate Social Responsibility, or CSR. An area that focuses on large-scale social effects of entrepreneurship. However, the reasoning “profit that comes with benefitting society is a higher form of profit that corporations should aspire to” (Porter, 2012) can be introduced to all kinds of communities and milieus. Porter goes
on and also criticizes enterprises for not taking enough social responsibility. This can be understood as entrepreneurs and enterprises being able - but they are not doing enough for their societies than what they have potential for.

CSR has been noticed and practised by large corporations since the 80’s and focuses on large corporations taking on social responsibility in their communities and the society (Porter, 2012). But is there anything like Entrepreneurial Social Responsibility, ESR? Do entrepreneurs and local enterprises practise a form of CSR in their communities? If they do, do they do it on purpose or do they do it naturally without reflecting upon it?

Our goal with the research is not to study large effects in social life through entrepreneurship and enterprising. We are interested in the small local communities and the entrepreneurs and local enterprises motivation to help out socially within them. According to Castra (2004) small businesses are strongly embedded in their local community. Besser (1998) argues about the importance of developing the local community, being the small businesses social responsibility. If the enterprises support the local community's collective actions the community will support the business. Both the enterprise and the community win. Johannisson and Nilsson (1989) also state that the social entrepreneur is a person who does not just have an interest in his or her own enterprise - but also see the local community as a personal responsibility to develop. It is in our culture to help out and together bring the community forward.

Local entrepreneurs and local enterprises helping out and together bringing their community forward is what we want to examine. From here on while writing about local entrepreneurs and local enterprises we mean persons or enterprises that started their ventures, regardless of size, in the local community of interest. Even though the effects of their social contributions are important, it is the motivation behind their decision to take on a social responsibility we want to understand. The social effects are the result that starts with motivation from a local entrepreneur or enterprise. Helping out socially in the community with sponsorships, community services or social happenings is something that not always brings money back to the investors – it is more of taking a social responsibility in the local community (Borglund, De Geer
and Hallvarsson 2008). We want to understand the motivation behind taking on a social responsibility by the entrepreneur and the local enterprises.

1.3 Problem Formulation
What is the motivation behind taking on a social responsibility in the local community?

1.4 Purpose
The purpose of this bachelor thesis is to increase the understanding of why local entrepreneurs and enterprises take on a social responsibility in their local community. We want to highlight the possible motivational factors that underlie the entrepreneurs and enterprises engagement in the social environment of their community.

1.5 Delimitations
We have chosen to limit the research for our case study about social motivation to one small community. The small community we have chosen is Lammhult. We have limited our case study to a maximum of 5 enterprises and/or organizations in the community due to time limitations. We want to make clear that any possible generalization is limited to small communities with similarities to Lammhult, and should not been seen as transferable to social motivation in larger towns or cities in Sweden or the rest of the world.
2. Method

2.1 Scientific approaches

The interpretative perspective of epistemology has helped us to develop a deeper understanding about entrepreneurs and enterprises motivation. This is because the interpretative perspective is grounded in understanding and interpretation of human beings and rooted in the social science. The opposite would be Positivism that has a natural scientific view of knowledge. The positivistic view is based upon information or data that is derived from logical reports from empirical studies that gets charted and in the end - explained (Bryman and Bell, 2005; Blaikie, 2009).

Even if explanation is something that could be considered close to human behaviour it still is not the same as understanding. The goal of our case study was to understand the motivation of humans, entrepreneurs and local enterprise CEO’s motivation for contributing and taking on a social responsibility in their community. That is why we chose to execute our case study with an interpretative perspective and not a positivist perspective.

Motivation is the starting point for creating some sort of value or meaning. The interpretative perspective view has a philosophical orientation called phenomenology that directly addresses questions about how individuals create meaning in his or her world. Schutz (1962:59) states that the big epistemological difference between natural science and social science is that social science, more specifically phenomenology, takes into account human meaning and the fact that human actions is meaningful. Bogdan and Taylor (1975) describe phenomenology as an approach that sees human behaviour as a product out of how humans understand and interpret with the world. To understand the implications of human behaviour the phenomenologist tries to look at things with the eyes of the person who is investigated. Due to the fact that we wanted to understand the motivation and human behaviour behind entrepreneurs and enterprises contributing to their community, we rejected the phenomenologist view. We wanted to make own conclusions out of the respondents’ answers to our questions and not look at the answers with the eyes and perspective of the very same respondent, which is the case with phenomenology. The perspective
we needed to use, to be able to be subjective and make own conclusions about the respondents answers would be the hermeneutic approach.
Hermeneutics is rooted in theology, and in social science hermeneutic stands for a theory and method which tries to understand human behaviour (Bryman and Bell, 2005; Blaikie, 2009; Björkqvist, 2012).

The interpretation of the researcher is the main research method for a hermeneutic case study. This is done by using methods for understanding and interpretation about the study objects situation, conditions and environment. Subjects of interpretation are phenomena that are created by humans, like texts, documents and opinions. It is the understanding and experience that the researcher already has that will be the underlying background for his or her understanding of what the study object tries to express (Bryman and Bell, 2005). When using a hermeneutic perspective it will be our subjective, preconceived knowledge that will be the base for how we will retell the answers we get from the respondents and their social actions.

We have tried with the knowledge and experience that we have as student researchers to take into account the big picture and its context by not looking too much into details and have tried to link different aspects together. Andersson (1979) states that if we really want to understand something we need to look at the total picture. It is of great importance to look at who it is that says something, when this is told in time and where. These are all terms that influence the respondents’ opinion. Social phenomena are tied to an entireness or totality. That means that motivation to help out socially in the community today might not be the same motivation that the very same entrepreneur or enterprise had five years ago. The best way to understand the large picture of the respondent is to pay explicit attention to the context.

All details in the context are disconnected, abstract, and can only create a meaningful picture when they are put together (Andersson, 1979). This could be understood as that you need to read the whole book to really understand the book. You cannot just read pages and chapters here and there. It is when you understand every page by itself and when all pages are put together that everything gets coherent. We have tried with the knowledge and experience that we have as student researchers to take into account the big picture and its context. Andersson (1979) states that if the case study has been
carried out in a specific context - it eliminates the possibility to make a generalization of the findings. Like we have stated earlier in this bachelor thesis, the generalization of our findings will be limited. We examined one community about motivation for contributing to its society and the result might be different from community to community. There was a strong notion from us as student researchers that the entrepreneurs and enterprises helping out in their community had personal agenda with their contribution, but is this a motivational factor that is enough to help out? For example, maybe one of their kids plays in the local football club. Our research has tried to catch the big picture with respect not only for the answers from the respondent but also paying respect to the context, which they are part of.

2.2 Method and Theory
According to Bryman and Bell (2005) there are two different main research approaches that represent the relationship between theory and practice. These are the deductive and the inductive theories. In the deductive theory, the researcher, based on prior knowledge and the assumptions he or she makes out of this, derives a hypothesis that later on will be observed in practice to test the existing theory. In the inductive theory, the researcher wants to come up with conclusions from the observations that are possible to generalize. This means that the theory is the result of earlier observations in the subject. The choice of research approach will contribute to how we will interpret and understand the empirical reality that makes the researcher's epistemological beliefs and research question important. These are factors that will guide the connection of the research between theories and practice (Johansson – Lindfors, 1993).

Deduction and induction are often described as two opposing forces. Deduction can be seen as an objective view of reality related to positivism where it is important for the process to be objective and that the findings will be able to generalize upon. Induction, with the notion that reality is subjective, is related to a hermeneutic view (Johansson – Lindfors, 1993). Johansson-Lindfors (1993) argues that the hermeneutic view with constant interpretations and reinterpretations based on social reality is created by empirical observations that are very similar to the inductive approach. And
in this approach the researcher wants to avoid getting influenced or guided by the theoretical framework when producing a result.

According to Bryman and Bell (2005) it can be good to use terms such as deductive and inductive strategies to get a perception of which way to go in the relationship between theory and practice. But they also indicate that it may not be so easy to separate them and only use the different strategies as guidance. Johansson – Lindfors (1993) agrees with Bryman and Bell (2005) when she says that the researcher often has pre-understanding of many existing theories and that it will be difficult to look beyond those.

Bryman and Bell (2005) also presents a third approach that can be used as a strategy. This is called an iterative approach and is a mix of both approaches described above. This approach gives the researcher the possibility to go back and forth between empirical data and theory. The iterative approach has emerged as a result of criticism of the deductive view. People demonstrate that this strategy cannot represent the reality because of its use of theoretical limitations to come up with results that are able to make generalizations upon (Johansson – Lindfors, 1993). In other words this means that the result will not be able to be implemented in practice. Johansson - Lindfors (1993) also claims that the risk of practical interoperability of theories decreases when alternating empirical data and theory as the iterative approach demonstrates.

First we chose to use the inductive approach in order to follow the dominant strategy when having a hermeneutic epistemology. But after getting more understanding of all the different terms we realized it would be difficult to use the inductive approach in reality because of our already pre-existing knowledge and assumptions in the subject of entrepreneurship and motivation. Recently we had a course in entrepreneurship that might have influenced us in some ways and could direct us in a way of gathering the data in a manner that is not accepted within the inductive approach. Therefore we chose the iterative approach to protect ourselves from these possible mistakes. From now on we have the possibility to supplement theories during our report without being criticised or dismissed.


2.3 Business research strategy

Research strategy is a term used to describe a general approach when it comes to the implementation of business research according to Bryman and Bell (2005). To understand qualitative and quantitative approaches of research, we have chosen to use Bryman and Bell’s (2005) explanation of these concepts. Limitations of understanding the concepts are a result of Johansson – Lindfors (1993) research where she states that there are scientific disputes and ambiguity among different authors when describing qualitative and quantitative approaches. She continues with the argumentation that various researchers are talking about these two concepts in different contexts such as approaches, strategies and methods that make them ambiguous and difficult to sort out. According to Bryman and Bell (2005) quantitative approach focuses on the quantification when gathering and analysing material whereas qualitative approach highlights the importance of words. The quantitative method, described as a strategy, uses deduction, objectivism and positivism and the qualitative method uses induction, subjectivism and interpretation (Bryman and Bell, 2005). These three criteria for each concept are only, as Bryman and Bell (2005) argues guidelines to separate them from each other and get a better understanding. This means that when we conducted our research, regardless of which method we used, we did not have to follow each criterion strictly to support the different choices we made.

Our choice of research strategy is the qualitative method because we considered it better suited for our case study when having a hermeneutic perspective. We wanted a close connection to our respondents, in order to understand the social environment they live in, and to later on be able to analyse their words based on our own interpretations. To understand what the motivation behind taking on a social responsibility is in the local community we believe in deepened answers from our respondents that resulted in neglecting the quantitative method. One possible effect of using quantitative research would be that the respondents might be controlled and directed by predetermined answers instead of their own, deepened reflections. We wanted to interpret and understand our respondents instead of explaining from a positivistic point of view; therefore we choose a qualitative approach.
Another reason for not selecting the quantitative approach is that it is based on objectivity according to Bryman and Bell (2005). Both in relation to epistemological, -knowledge and ontological, -world nature, assumptions. Objectivism used in quantitative research can be explained by social phenomena and their meanings having an existence that is independent of social actors. This means that people must adapt to a predetermined reality without own reflections of the world. This assumption was not suitable for us because it would be difficult to be objective considering the pre-understanding we already had. We also assumed that the respondents’ answers would be subjective and influenced by their own experiences.

Constructionism is the second ontological view and is related to the qualitative method. It differs from objectivism with the perspective that social phenomena and their meaning are something that social actors are constantly creating. Social interactions create social events and categories but they are in a state that is constantly changing and therefore could never be considered as final or complete (Bryman and Bell, 2005). Man and world are linked together and social categories are possible to manage. Bryman and Bell (2005) argues therefore that constructivism represents an ontological position concerning social objects and categories that are socially constructed.

After thorough consideration we felt that constructionism is the research method that was the most suited for our case study. The research method argues that social characteristics is an interaction of men and have no fixed rules whatsoever and are constantly changing and by that creates the reality in which we live in (Bryman and Bell, 2005).

2.4 Literature review

All preconceived knowledge about Entrepreneurship and its theories is rooted in previous courses taken at universities. We have deepened our knowledge in this specific literature to get a greater view of different aspects of entrepreneurship. Google.com, and in some cases encyclopaedia Wikipedia.org, has been used to get easy access and guidance in the field of motivation and social responsibility that later could be found in course literature to get an academic proven standard on all material. All articles used in the thesis have been found through Linnaeus University’s own
search engines - One search and Business Source Premier. Searching for relevant data or material has also been conducted with Google Scholar and in the DiVa database without any successful findings.

Previous research about entrepreneurs and enterprises taking on social responsibility for their community has been at a moderate level of difficulty. The articles and literature we have found on the Internet or at the library often explain the effects of what can happen socially in a dynamic community. The motivation behind contributing to the community socially has been harder to find previous research in and to build our case study upon.

To explain for the reader about the community of our research, Lammhult, we used the local governmental homepage to get empirical data from - Växjö.se.

2.5 Selection of empirical data

2.5.1 Case study

Bryman and Bell (2005) explains the term case study as a detailed and intensive analysis of one single case. A case can be a place, organization or location. We chose to limit our research to a single place - Lammhult, and conduct all our research in that community. Even if a small community might be too big for being considered a place, there is no real correct definition of what a place really is, although the writers states that “the most common use of the term associates the case study with a geographical location” (Bryman and Bell, 2005:60). Case study is also very well used by researchers using a qualitative research method because they are viewed as very helpful in the generation of an intensive and detailed examination of a case (Bryman and Bell, 2005). In a case study the researcher is concerned about analysing the specific and unique features of the case.

We choose to conduct our case study in Lammhult because it is considered a small community but with a lively and energetic entrepreneurial activity (Växjö.se, 2014). Lammhult had about 1500 inhabitants 2010 according to SCB (2010). There is a need for taking in the specific context and the environment our research objects are a part of when conducting our research. This because we want to be able to make the case
study true and fair out from the unique features of the case. Bryman and Bell (2005) points out that there are aspects that we need to consider when conducting our case study; reliability, replicability and validity. These aspects of a case study are much disputed, most by quantitative researchers, for being hard to generalize the results upon and that the external validity is hard to acquire.

Our research has like stated several times throughout this thesis not had the purpose to make a conclusion about motivation and social responsibility for other communities, cities or countries. Because of no intention to generalize the results, Bryman and Bell (2005) argues that we should disregard the problem concerning reliability, replicability and validity. However, we still feel they are to important to just ignore, and have thereby tried with our best intension to satisfy them all.

2.5.2 Semi-structured interviews

Bryman and Bell (2005) states that interviews are probably the most used method in a qualitative research study. It is the flexibility of the interview that makes it attractive for researchers to use the method. The negative aspect of interviews would be that they could be very time-consuming. Matters like interviewing, transcription of interviews and analysis of transcripts takes time for the researcher but the positive aspect is that they can easily be accommodated into the researchers’ personal lives (Bryman and Bell, 2005). There is flexibility in time and place in conducting those matters, which we preferred since us as individuals had a lot of personal time-consuming activities in our lives.

Interviews are used not only in qualitative research but also in quantitative research. The interviews used in the quantitative research field are considered as structured interviews (Bryman and Bell, 2005). Qualitative interviews are less structured then quantitative interviews because the qualitative researcher pays more attention to the interviewees’ own perspectives (Bryman and Bell, 2005). The interviewees can freely move in different possible directions and we as researches have the ability to ask attendant questions. Since we were interested in why the entrepreneurs and enterprises chose to help out in the community socially, qualitative interviews gave us the opportunity to get deepener answers from the interviewees and made it more flexible
and adjustable to significant issues that emerged throughout the interviews. According to Bryman and Bell (2005) there are two types of qualitative interviews - unstructured and semi-structured. The unstructured interview might only have one single question that the interviewer asks, the interviewee is allowed to respond freely and then the interviewer follows up on points he or she thinks is interesting for his or her case study. The unstructured interview is very similar to a regular conversation (Bryman and Bell, 2005).

A semi-constructed interview has a more structured tone to it. A list of questions with somewhat specific topics to be covered, called an interview guide can be used. The respondent has a great deal of allowance and tolerance in how to replay to the interviewers questions. The interviewer might ask questions that are not in the guide as a result out of the interviewees’ answers and formulations. Both methods of interviewing are flexible although a semi-constructed interview has more than one question and a little more structured under frame.

We chose to use semi-constructed interviews for our case study because we wanted to get deep and detailed answers from the respondents to be able to create an understanding out of them. To not fall out from our main topics - motivation and social responsibility - we created an interview guide with six general themes – background, local community, social contributions, social responsibility, corporate social responsibility and respect in the local community. The questions were open so that there were made room for follow-up questions based on the respondents’ answers. The formulation of the research questions was not too specific so that, according to Bryman and Bell (2005:475) alternative avenues of enquiry data that might arise during the interview were not closed off.

We also had to get an appreciation of what the interviewee would see as significant and important in our questions. Bryman and Bell (2005) explains this with formulating questions that we need for our research but from the perspective from the interviewees, - to specify a research focus.

Since we did not have great experience in interviewing people we followed a guide by Kvale.
Kvale (1996:476) stated 12 criteria for a successful interviewer that we followed through our interviews:

1. **Knowledgeable**: We as researcher had to be familiar with the focus of the interview; using pilot interviews before the real interview.

2. **Structuring**: Created a purpose for the interview; rounded it off, asked if the interviewee had questions and gave information regarding the respondent validation.

3. **Clear**: We tried to ask simple, easy, short questions without too much jargon.

4. **Gentle**: Let the respondent finish, gave them time to think, and gave them pauses if needed.

5. **Sensitive**: Listened active to what the respondents said and how he or she said it.

6. **Open**: Pointed on what seemed to be important for the respondent and were flexible.

7. **Steering**: We had to have knowledge about what we wanted to find out from the interviews.

8. **Critical**: We had to be prepared to challenge the answers we got from the interviewee - like inconsistency in the replies.

9. **Remembering**: Trying to relate what had just been said to what previously been said.

10. **Interpreting**: When needed we got clarification and extension of meanings of the respondents’ statements - without imposing meaning on them.

11. **Balanced**: We did not do the talking, making the interviewee passive and hopefully did we did not talk too little, making the interviewee feeling like he or she talked too much.

12. **Ethically sensitive**: We made sure that the interviewee understood and appreciated what the research was about, its purpose.

We have tried with our best attention and interest while interviewing to follow the list above and feel that the interviews have been conducted in a professional way out from our experience as student researchers and academics.

**2.5.3 Selection**

The research has been carried out through interviews with a total of five different entrepreneurs and local enterprises in Lammhult. First of all, Lammhult was chosen as
the community for our case study. Our criteria were that we wanted a small community not far from Växjö due to time and economic reasons. The community should have, in the view of Växjö municipality, a strong entrepreneurial activity and culture. We wanted this so that we would know that there would be enough entrepreneurs and enterprises to collect data from. We also demanded that the community did not have more than 3000 inhabitants. This due to that we were interested in the small communities’ togetherness and supportive culture that we thought could give us a good picture of motivation and social responsibility. We limited our research to five interviews do to restrictions in time. This was done while using a convenience sample which means that the study objects was selected because they were available for us as researchers. It is a form of non-probability sample, which means that the sample has not been selected using any random sampling method. This might imply that some units in Lammhult had a greater chance to be selected then others (Bryman and Bell, 2005).

However, when choosing the five entrepreneurs and enterprises, we had no or little, pre-conceived knowledge about the community of our study, or the entrepreneurs and enterprises. We have acted as impartial and objective as possible when choosing entrepreneurs for interviews. When interviewing enterprises we have been direct partial and interviewed the CEO, or in one case, the CFO. The reason for this is that it is that person or persons, who represents the company and has executive power. We were only interested in people with executive power. This is rooted in that they then have the power to change, or in our case, contribute by different means to their community.

2.5.4 Ethical considerations

Bryman and Bell (2005) describes four important ethical principles that need to be considered when doing societal- and business economic research. The first principle to consider is if the research is going to harm the participants in any way, e.g. physical harm, provide an obstacle for personal development, loss of self-esteem, stress, or force them to commit reprehensible acts. The second principle to consider is if there is any lack of consent from the participants. This principle has been highly debated and the focus of the debate has been on secret or hidden observations. These are the kind
of observations were the participants do not know that they are being part of a research and are therefore unable to refrain from participating. The research therefore breaks the ethics of the second principle. Following the guidelines of this principle the participants should therefore be informed with the purpose of the research and have to give their consent for participation. The third principle states that privacy of the participants has to be considered. The right to everyone’s privacy is something that many people find very important. A participant therefore has the right to refrain from research that they feel invade their privacy. The fourth principle warns the researchers from withholding significant information, acting with false pretences, and quite frankly lying about the purpose of their research.

We have chosen to carry out a qualitative research method consisting of semi-structured interviews with entrepreneurs and local enterprises CEO’s and in one case, the CFO, asking questions about the motivation behind taking a social responsibility. We have walked a fine line that is very close on intruding on the participants’ privacy. Because of this we took the third ethical principle into consideration when we did our interviews and tried not to invade on the participants’ privacy. The fourth principle is also relevant for us because we wanted to be very clear with our respondents about the purpose of the research and have a good dialogue so we could get as good answers as possible. Credibility and trustworthiness is important. Even though we had no intention or believed that we would do anything unethical, we had to bear in mind the ethical point of view which Fletcher (1966:32) and Bryman and Bell (2005) calls “situation ethics”. It means that researchers sometimes are forced to break with ethical rules in order to attain knowledge of social phenomena (Dalton, 1959; Bryman and Bell, 2005) and in some cases there is no other choice than to hide the truth to be able to study questions of interest that will get us the knowledge we need (Homan and Bulmer, 1982; Bryman and Bell, 2005). With this said we think we did not end up in any situation where this was possible for us to consider using.

2.6 Understanding of empirical data
To interpret and understand the data collected from the interviews is of great importance (Bryman and Bell, 2007). We chose to use a Pattern matching analysis for
interpret with the data from the interviews. A pattern matching analysis is when you want to test an “observed pattern” with an “expected pattern” to see if these patterns match (Yin, 1984). You could say that we took the answers from the interviews and tested if they were in line with the theory of motivation that is used in this thesis. We chose not to use a discourse (texts, written material) or conversation analysis (conversations, observations) since we thought Yins (1984) method were more suitable for testing our theory upon the respondents data. We have been very objective as researchers and took the data directly from the interviews and compared it with our theory in order to understand it. This makes all data collected very subjective out from the minds and thoughts of our respondents.

2.7 Criteria for scientific quality
Lincoln and Guba (1985) argues that it is necessary to create specific terms and methods to judge the quality in qualitative research and to formulate alternatives to the quantitative research methods’ content of reliability and validity which is also emphasised by Bryman and Bell (2005). The main argument from Lincoln and Guba to question the use of reliability and validity criteria in qualitative research is that these criteria assume that it is possible to get one single and absolute reflection of social reality. They are critical to the apprehension of realism in which it is stated that there is one absolute truth about social reality and it is the researcher's job to unveil it (Bryman and Bell, 2005). The specific terms and method criteria Lincoln and Guba (1985) suggested we should use in the measure of quality in a qualitative research study are Trustworthiness and Authenticity.

Trustworthiness has four touchstones:

1. **Credibility**: You have to include that the research is conducted in accordance with existing rules and you need to report the research results to the people who are part of the social reality that has been studied, so that they can confirm and approve that the researcher has understood that reality correctly.

2. **Transferability**: Lincoln and Guba argue that a detailed account provides others with a database with which they can decide to what extent the results are transferable to a different environment.
3. **Reliability**: In order to be able to rely on the study, you have to create a full account of every step in the research process, such as problem formulation, selection of survey persons etc. This should be done to outside researchers and colleagues will be able to review the study.

4. **Ability to establish and confirm**: It is for a researcher to be objective and not knowingly allow personal values influence the conduct and conclusion of the study. Through this, the researcher can ensure that he acted in good faith.

When it comes to authenticity it is important that the study gives a true and fair view of reality and that it is possible for the people involved to learn from the results and findings. The people involved should also be able to understand both the personal and the behaviour of others inside the study. The reason for this is to get a sense of what is working or what has to change in order to be more successful with the study (Bryman and Bell, 2005).

The trustworthiness in our study should be considered high because we interpreted with the results from the individuals we were studying through semi-structured interviews. The individuals we were interviewing were able to give feedback and statements, a process called *respondent validation*, about the material gathered from their interviews with us to ensure that the data was in line with their contribution to the study. All to make sure that we have not understood, or written anything wrong about their data in the study. We want to make clear that it is only their own interview material our respondents was able to make statements about, not our own interpretation and result of their answers or the other interviewees data. Transcription could be used to put the original interviews down to print, without writing it out fair. This so that people of interest can take part of the original sayings in order to confirm the quality of our data or question our findings and results. We thought that it is enough with secure the quality of the data through respondent validation. Although, the original records from the interviews are available in Swedish language for those who have an interest of analysing them.

Regarding the transmittability of our study we believe that there may be flaws in our survey when we examined companies from the same community. We believe that
individuals and organizations are unique and that motivation means different things when asking different individuals. The environment and timing is extremely important for entrepreneurship and enterprising and this may differ among different communities. So the Lammhult case study may not give us true and fair results for all small communities in Sweden.

The reliability of our study should be considered high. This is based on that we have a complete report of all the steps of the study. This means that the reader easily can follow the study and create his or her own opinion about the reliability of the findings.

We have followed the rules by Bryman and Bell (2005) and have acted in good faith while carrying out the research. Our study should then be considered reliable. It is the auditors’ preferences that make up the criteria for the research methods used, which mean that one could have a different opinion about the way our research has been carried out.

Because the research has been carried out with semi-constructed interviews it should be highlighted that it could be difficult to re-create the study. The ability to confirm or strengthen answers from the interviews although is possible. Transcription has not been made since we thought that the respondent validation, where the respondents have had the chance to comment and give feedback on their contribution to the empirics, was enough for strengthen the data quality collected.

We have tried to be as objective as possible while carrying out our research, although it is not possible to a 100% omit that personal value may have influenced the results in small amounts.

The purpose and goal with our research has been to understand the motivation for entrepreneurs and local enterprises to contribute socially in a small community. We hope that our study will contribute to a more widen understanding about social motivation by entrepreneurs and local enterprises. If our results are used as material for further analyses in the topic of entrepreneurship, we feel that the research has created a true and fair view and that the criteria about authenticity to be fulfilled.
We will explain two of the most important qualitative measurements for our study to create a more deepened understanding for the reader.

2.7.1 Elimination of Interviewer effects

Interviews have played an important role in our data collection process. They have not only given us material, empirics, but the interview also sets the level of quality of the material gathered. Bryman and Bell (2005) states that interviews also can contribute to measurement errors. The interviewer through the presence of the interview as well as the behaviours when administering the survey might affect the respondents’ answers. Examples of this might be that the interviewee feels pressure to take social norms into account while answering a question. The possible oblique position of the answers from the interviewee might also come from the fact that the interviewee has a special persona, certain attitude or thinks he or she needs to give the interviewer the answer he or she wants (Ghauri and Grönhaug, 2010).

We as student researchers has tried to our very best to be as objective and cautious as possible when interviewing our study objects and with the help of the interviewer guide tried to limit the interviewer effects to its minimum.

2.7.2 Respondent validation

To make sure that the data collected from the interviews was of high quality and showing a true and fair picture of what the respondent really felt at the moment we used respondent validation after the interviews. This means that we according to Bryman and Bell (2007) provided our results and findings with the people we collected them from - the interviewees - and gave them the opportunity to comment and give feedback on their own interviews. This is a method use to strengthen the quality of the data and present more professional empirics. We did this to make sure that we had understood the interviewees right and correctly and that we did not do any faults in the data presentation part.

The empirics’ part is when we put the recorded interviews down in words in the paper. Put the conversation to print (Bryman and Bell, 2005). This means that we wrote out the interviews fair, made them easy to read and follow for the reader. The data gathered from them have been reported adapted to both the respondents and to
the empirics’ chapter in order to make the text flow more naturally (Bryman & Bell, 2005).
The original records of the interviews are available for readers who want to see or listen to them in order to evaluate the quality of data in the empirics.

2.7.3 Tutoring and seminars

During our case study we have had the opportunity to be part of seminars with our examiner, lector Anders Hytter, and other bachelor level students. Throughout the seminars we have been given critique and feedback about our case study and its findings. We have always taken this critique and feedback into consideration and changed our bachelors’ thesis when we felt it was a need for it. For us these gatherings have strengthened the quality of our work and sometimes opened up our minds to conduct the work in better ways.

In Between the seminars we have had meetings with our tutor, Hans Lundberg, in order to get critique, feedback and guidance forward with our thesis. Since Mr Lundberg has far more knowledge in the field of entrepreneurship than us as students we feel that we have been given a professional and meaningful tutoring that has helped and shaped our research for the better.

2.7.4 Generalization and adaption

Bryman and Bell (2007) explains Generalization as a process in the case study where the reader is able to understand a unique situation and create a new understanding about something that was previously unknown. This new knowledge should then be able for the reader to use when a situation or similar context as our case study been carried out within unveil itself. If the reader is able to do this with our thesis it should be considered that our research is generalizable. Bryman and Bell (2007:409) further argues that it is the quality of the theoretical inferences that are made out of our qualitative data that is crucial for the judgement of generalization.

Since all of our theory in the research is scientifically approved literature found at the university library and search engine Business Source Premier, we feel that it is
possible to make generalizations out from our findings. The motivation for an entrepreneur or local enterprise in the community we have investigated could be generalized to be similar or at least familiar. Although we want, like stated many times before, not to make any generalizations about other communities, cities or regions. Motivation might differ in different contexts and environments that we are not aware of.

Our case study should be able for others to use for further research in the field of motivation and social responsibility. We hope that the adaption of the findings is possible to use when facing questions about entrepreneurship and enterprises motivation for contributing socially in their community.
3. Theory

3.1 Motivation

Weiner (1992) and Franken (2002) states that motivation is an element that evokes, canalizes and supports certain behaviour towards a specific goal. Hedegaard Hein (2012) says that motivation can be something that comes from relationships, it can be genetically determined or something that has been taught throughout life. She goes on and argues that context is something that influences us as individuals about what motivation can be. She states that motivation can be shaped by society, with norms, values and cultural aspects. These criteria can influence the individuals of the community and shape what he or she feels is desirable or not desirable. This last statement by Hedegaard Hein is what we are interested in examining. Does the community have a history, certain values or norms that make the entrepreneurs and local enterprises motivated to contribute socially in the community?

3.1.1 Internal and External motivational factors

Hedegaard Hein (2012) states that motivation has two categories of factors, internal and external motivational factors. Internal motivational factors are created within the human being and can be tied to a wish to perform good or personal development. The individual can feel satisfied directly if he or she achieves the internal motivational factors. External motivational factors are created from the outside and are beyond the individual's own control. The individual is able to react to the external motivational factors, but cannot control them. The external motivation can lead to a satisfaction that might help to solve an external problem. So, internal motivational factors focus on the individual’s own personal development and personal satisfaction while external motivational factors focus on factors outside and beyond the individual's own control.

These two categories are interesting for us because they might help to explain why entrepreneurs and local enterprises choose to take on a social responsibility in their community. They explain that it might be personal motivation, external motivation or a combination that makes them contribute to their society.
3.1.2 Maslow’s theory of Motivation

According to Maslow (1943) human behaviour is directly connected to unsatisfied needs. If the human being is missing something, he or she is going to try to change that to the better in order to achieve a balance in life. When the human being feels that one need has been sufficiently satisfied - a new need on a higher level unveils itself. So human beings motivation is associated with unsatisfied needs, and when these have been satisfied, we find new needs that have to get fulfilled. The motivation is changing with the success of the fulfilment of needs.

Maslow (1943) and his Hierarchy of needs distinguish between five different kinds of needs:

1. Physiological needs (lowest level)
2. Safety needs
3. Needs for love and belonging
4. Needs of esteem
5. Needs of self-actualization (highest level)

The first level of needs is physiological ones. Maslow (1943) explains them as being highly concentrated to biological and physiological needs, for example hunger, rest, sleep, thirst, sex, warmth and shelter over the head. Basic needs that everybody needs to have to be able to live on a decent level. The second level is the need of safety, to
feel secure. Stability, shelter, freedom are important factors. Needs for love and belonging is the third level and states that the human being needs communion, friendship and love. The fourth level is the need of esteem. Everybody needs to have self-respect, self-esteem and to feel respect from others. In this fourth level there is an aspect that points on external needs of getting appreciation, commendation and to feel important and valued (Maslow, 1943). This is interesting for us in our research because this might explain a factor of motivation for the entrepreneurs and local enterprises contributing and taking on a social responsibility. Do they simply help out in their community because they feel they should or because it is the right thing to do, or do they have a hidden agenda where they contribute because they want to get respect and feel valued in their community? Maslow (1943) argues that when people accomplish the need of esteem they get a feeling of strength, competence and capability that they did not have before. The last level in the hierarchy is the need of self-actualization. Even if all the previous needs have been satisfied there might still be a feeling of dissatisfaction and restlessness for the individual that will not go away until the individual reach self-actualization (Maslow, 1943). This level of need is rather unselfish to its nature while the previous four levels are kind of selfish. Maslow (1943) states that self-actualized individuals are more spontaneous and look for problems in the milieu before they look at how good they have it on an individual level. It could be explained as they look at the bigger picture first and wants to make it better as a whole rather than just looking at their own individual situation. Maslow (1943) argues that self-actualized individuals usually have missions regarding something external that do not only benefit themselves - it benefits the society. It is a task that they have to accomplish more than they actually feel the need for doing. They take responsibility because they feel they have to, not because they always want to. The last level of needs is interesting for us because it could explain why entrepreneurs and local enterprises help out in their community with sponsorships, dances and social gatherings. Do they contribute to these things because it makes them feel better and because they are happy about doing it, or do they simply feel that they have to do it, even if they do not really want to do it?

We have chosen to use the hierarchy of needs by Maslow to get a deeper understanding of the motivation behind entrepreneurs and local enterprises taking on
a social responsibility. Level 4 and level 5 needs might explain some of the background for their motivation.

3.1.3 Social Motivation

Social motivation according to Dunning (2011) is defined as a drive or incentive that is the result from cultural and contextual influence. This kind of motivation can help one achieve particular end results or goals. The social motivation is there for individuals to reach for their social motives. Dunning (2011) explains social motives as things that people do or give because they feel they have a sense of responsibility to their community. The human relations school argues that social interest is the basic motivational factor of needs (Homans 1950; Roethlisberger and Dickson 1947). The authors keep on arguing that the individual is first of all a social creature who has a strong interest and wants to be part of social life around him and gain the respect and esteem of others. In this view they picture the individual as a social creature who first gets accepted socially when being unselfish and contributing to the better good of society (Homans 1950; Roethlisberger and Dickson 1947).

Winter and May (2001) and Braithwaite (1989) state that social motives have the goal of finding approval and respect from others that the individual or business interacts with. The need of respect, esteem and social acceptance can include employees, family, friends, other businesses - and the local community. This is why we are interested in human resources schools view of social motives. The human resources schools perspective about needs also supports the upper levels of Maslow’s (1943) hierarchy of needs - respect from others, esteem and social acceptance. Do the entrepreneurs and local enterprises support their social environment and community because they want to look unselfish or is it a real and genuine unselfish act, in order to achieve social acceptance in the community?

Social pressure from other people is also considered a factor to why people do certain things. Everyday social pressure can make people form their acts in matters to perform accordingly after the norms and opinions that other people in their environment feel are right. People choose to act and form their agenda after the pressure from the local environment because they identify themselves with the people
in the local environment. It is important for them to feel respect from the people and being a part of their social group (Dunning, 2011).

Respect from others in the community is important because the entrepreneurs and business leaders are also human beings. Accordingly to Leary and Batts Allen (2011) people seek to gain respect because they have a need of belonging. This is called belonging motivation. It is a motive that is characterised by being accepted by others and a desire to be relationally valued. To be a part of the group dynamic, or the community, and not just being a lone wolf in the social environment (Leary and Batts Allen, 2011). Being relationally valued by other persons of the community could increase the companies’ access to a large number of both social and material outcomes, for example, companionship, friendship, group memberships, social and logistic support, financial and material resources, social influence and so on (Leary and Batts Allen, 2011). To preserve the relational value could be considered being important for human beings. People work hard for being seen as likeable, competent and loyal by making efforts that is interpersonal and unselfish in order to maintain their respect and relationship status in society (Leary and Batts Allen, 2011). Being liked by others, appreciated, makes it easier to get accepted and supported by others in the environment (Leary and Batts Allen, 2011). This could be a factor for explaining why entrepreneurs support their local community in various ways. Do they simply contribute and take on a social responsibility because they want to be accepted as a group member in the community?

One action that makes it easier to be liked by other human beings is to do favours. It is an act that increase likeliness and makes the individual, or in our case, the entrepreneur or the local enterprise, being seen as unselfish and helpful. Sometimes people do favours just because they want to be nice but there are favours that occur that might have a hidden agenda. Being seen as unselfish give you as an entrepreneurs or enterprise an image of being unselfish and kind which lead to respect and support from the local environment (Leary and Batts Allen, 2011).
3.2 Corporate Social Responsibility

According to Borglund, De Geer and Hallvarsson (2008) corporate social responsibility has emerged a lot during the past 10 years and is a result of corporate scandals and the economic crisis, especially in the US, which made people mistrust and challenge the big corporations based on their lack of responsibility. It has since then also spread to Europe. Today corporate social responsibilities have a great impact on companies, and the question is not if they should take on a social responsibility, it is how they can do it in the best way possible. It is difficult for companies to know what society expects from them to do. Depending on which sector the company is involved in the pressure from society is different. Obviously large global corporations can contribute more than a small family business but everyone can do something as their role as community stakeholders. To find out which actions to make, the corporations must analyse what resources in terms of knowledge and competence they have and how they can use it. Big corporations often choose to collaborate with Non-Governmental Organizations (NGO: s). These are non-profit organizations like for example Greenpeace. The corporations give contributions and sponsorship to the non-profit organizations and in exchange they take advantage of their knowledge and competence in social work. Through collaboration with the non-profit organizations the corporations get legitimacy that is important to strengthen their image and credibility as social actors (Borglund, De Geer and Hallvarsson 2008).

All different expectations companies have, such as shareholder returns, create work for the employees, produce good products and in the same time think of the environment and the social effects of the business, which can be related to the term *license to operate*. This is something the companies can achieve and get from informal actors in society when they do well in the different aspects described above. The license is nothing they get from authorities and is not regulated by rules or laws. It is the power of society, the public, which approves such a license. Economic crisis is bad for companies’ image when the public loses confidence in them, which makes it extra important to show their willingness to help out in society to regain trust. The expectations are under constant change and are constructed by the time we live in.
Therefore the companies must be aware of the changes and constantly improve their work (Borglund, De Geer and Hallvarsson, 2008).

In Sweden the concept corporate social responsibility is still quite new but the social work has been carried out in other ways. In the past the companies’ role was to be more productive and earn more money so they could transfer resources to the big public sector in Sweden that then provided support for school, healthcare and overall care. Because of this method the companies were relieved from social responsibility and it was difficult to see what they actually did (Borglund, De Geer and Hallvarsson 2008).

Today Sweden has a concept more similar to corporate social responsibility and the term license to operate is also highly important. It is more of a necessity that Swedish companies take on social responsibility to survive. A big company without collaboration with a non-profit organization is hard to find. The companies must act to meet the new expectations to keep or build up their credibility. This strengthens the company's’ good will and respect which is more and more important for their position on the market. Big companies are expected to formulate a code of conduct, which is a description of their rules and values to follow (Borglund, De Geer and Hallvarsson, 2008).

Corporate social responsibility is close to business ethics, which also take into consideration companies’ responsibility in the social environment. This and other considerations in business ethics can be split up in three different levels stated by Brytting and Egels (2004). The first level is the societal level and looks at the relationship between companies and society. What is the companies’ role in the society? The second level focuses on the organization's relationship with their stakeholders and what demand they have. The third level focuses on the individual and more especially, on the leader of a company. What are his or her personal ethics and values? For us it is interesting to look at these different levels because we want to examine where in the business process the code of conduct is formulated and what the motivation behind it is. Is it constructed by an individual or by the culture of the organization? Perhaps they are intertwined with each other when looking at a small local enterprise.
Brytting (1998) separates two different principles for companies that can explain the reasons or arguments for their social actions. These are consequence or duty ethics. It can be valuable for a company to apply corporate social responsibility and a good relationship with their stakeholders can result in competitive advantages. This is the principle of consequence and means that a good deed can bring good consequences. The other principle, which is about duties, can be described as companies taking the stakeholders demands into account because they feel it is something that they must do because the stakeholders have power, not always something they want to do. When talking about corporate social responsibility and the motives behind good social actions, most companies claims to be influenced by the consequence principle. But there is also a discussion if they are really telling the truth (Borglund, De Geer and Hallvarsson, 2008). Many principles and values are constructed in regulations made by global organizations such as the EU and UN which make Borglund (2008) believe that this can be the reason for companies’ willingness to help out in the society.

Many big companies collaborate with non-profit organizations and donate money to contribute for the society. There has been a discussion if charity really is corporate social responsibility but according to Borglund (2008) charity is one of many aspects related to corporate social responsibility. By engagement in social projects and contribution with money, companies can strengthen their relationship with the local community. The social projects can be about helping children with needs, to sponsor a sport organization or provide food for poor people. There is a risk however that a company that does charity does it only to hide bad actions it does not want to take responsibility for. Therefore it is important for the company to have a clear connection to the charity work that it is involved in (Borglund, 2008).

All these concepts, principles, motives and ethics that are mentioned in the text are related to corporate social responsibility and have been applied by and documented on big companies with much pressure from society. We want to find out if this way of reasoning also happens in small companies in small communities. Does a small local entrepreneur feel the pressure from his or her community to perform CSR? Are their contributions, whether they call them CSR or not, to the community a matter of willingness to help or more of a must because of pressure from local environment?
Studying Corporate Social Responsibility might help us find answers to motivation factors behind the entrepreneurs and local enterprises social contributions to their community.

Blombäck and Wigren (2009) argue that social responsibility goes beyond the core activities of the business and include activities that contribute to the greater good for the whole society. In our case, they are talking about contributions to develop the local social climate. Further they state that many people see businesses that help out to develop a better environment, a more lively local community or other social contributions, as something the businesses do to look good in the eyes of the public. The people still thinks that it is pure economic reasons behind the companies’ effort to help out in social ways (Blombäck and Wigren, 2009). That kind of perspective about social responsibility is explained by the possibility to create a good image, and therefore gain respect in the eyes of customers to grow the sales and earn more profit. Do the companies only have pure economic reasons for their contribution to their local environment or are they really interested in developing the community for the greater good of all inhabitants?

The authors tries to link societal entrepreneurship and CSR together in order to explain why existing companies that are built upon purely economic reasons still choose to take on a social responsibility. Societal entrepreneurship is a form of business that already from the starting point have a social agenda with their venturing. For example, donating a part of their profit to charity etc. The difference with CSR is that it is a strategy for regular businesses to contribute outside the core activities of the company. We highlight societal entrepreneurship here because in the text the authors explain that some people consider developing the local community is at first a job for the government. Businesses and entrepreneurs should not stick their fingers into the developing process too much, because then there is a chance that they will affect directly the developing of the community after their own interests. The companies might have a hidden agenda with their contributions. The entrepreneurs and enterprises can form and design the community to be more suited for them in different ways. For example, get lower taxes, keep competitors away or create education bases in school that will suit the company later when it is time to employ people (Blombäck and Wigren, 2009). This critique is interesting for us and we have
tried to form our interview guide so that we can get some answers towards this critique for businesses taking a too big part in the developing of the community.

In Star for life Blombäck and Wigren (2009) tells us that some entrepreneurs feels that it is enough to pay taxes. Paying taxes of course gives money to the government to be able to create public services and develop infrastructure. Some entrepreneurs seem uncreative or just not interested in investing money into activities that goes beyond their pure core activities. It is seen as an investment that does not give economic profit back to the company.

To sum it up, are entrepreneurs and enterprises at all interested in developing the local community? Even If they do contribute socially, do they do it because they want respect from others that later can be found in higher profits? Or do they really feel, even though they pay taxes to the government, that it is also their job to create and develop their local community socially?

3.3 Community Entrepreneurship
Community entrepreneurs and enterprises have helped out in the society for a long time. Innovative new commercial activities have opened up for job opportunities (Johannisson, 1990; Johnstone and Lionais, 2004). They have also contributed with money and sponsorship to arrange different kind of events and to open up rehabilitation centres that increase the quality of life in the community (Haugh, 2007; Thompson, Lees and Alvy, 2000). The community entrepreneurs want to intertwine the business culture within the community to strengthen their relationship and develop it together (Teasdale, 2010). Community entrepreneurship is not a new phenomenon for the world but the interest and research in the concept have increased which have made it more accepted today. For community entrepreneurs’ societal wealth creation is the main goal where economic value is a step towards development for the collective values. It differs from the commercial entrepreneur’s view where societal wealth is seen as a consequence of private and economic goals. Through individual and collective efforts, community entrepreneurs want to use local resources, create income and employment for the community, create social change for the better of all
and develop the entrepreneurial environment to create new opportunities for the community (Vestrum, Alsos and Ljunggren, 2012).

The term entrepreneur has many different definitions and is very broad. Fredrik Barth (1963), a social anthropologist described an entrepreneur as someone who worked for social change by helping out in the development of a community. The entrepreneurs’ role was not only to maximize the profit for the company, but also maximize the social aspects in the environment. When social anthropologists are having discussions of entrepreneurship they are more interested in collective solutions and not the individual economic solutions because they believe that the community context is of high importance for the entrepreneurship process (Lindh de Montoya, 2000). To develop businesses, an entrepreneur has to interpret with the culture that is embedded in the community of interest. In the same time it initiates from the entrepreneur when doing something new that can develop a community that makes it hard for the entrepreneur to know how far from the culture he or she can go to be successful without resistance from the community. It is important with entrepreneurial activity in the community to be able to take advantages when possibilities arise and continue the development. A local community depends a lot on business activity that can adapt to changes and unforeseen situations in order to develop the community (Vestrum, Alsos and Ljunggren, 2012). The concept community entrepreneurship was introduced in the 1970s and 1980s because of the closure of industries in the western world that led to economic crisis, high unemployment and social problems. The governments’ efforts to solve problems in the communities had failed to develop new social structures in order to stimulate the economy The problems needed to be handled by people with more knowledge of the specific communities to solve the problems because the commercial activities and the social life in a community were seen as very closely connected (Johannisson and Nilsson, 1989; Lotz, 1989; de Bruin and Dupuis, 2003).

OECD (1986: 4) expressed it like this: “Community entrepreneurship is essential and means both a large number of individuals acting in an entrepreneurial manner, not only in the private but also in the voluntary and public sector, as well as an entrepreneurial opportunity-seeking attitude in community processes, local organization and within the broader local community. Community entrepreneurship is
the motor that activates and utilizes the indigenous potential of a locality and can bring about locally generated development”

Another motivational factor for community entrepreneurship in the 1980s was the reduction in public support for non-profit organizations. This led to a new approach for leadership within these organizations and collaboration between different actors in the community in order to get access to resources and create social change (Selsky and Smith, 1994). Three important characteristics for a socially and morally motivated entrepreneur are charismatic, communicative and local legitimacy (Johannisson, 1990; Slesky and Smith, 1994; Haugh and Pardy, 1999). Community entrepreneurship was most likely to be found in rural communities because they were more vulnerable when industries closed down and more willing to act collectively. Both economic and social developments are seen as a result of the entrepreneurship process and have a large impact on local communities (Vestrum, Alsos and Ljunggren, 2012).

3.4 Theoretical Framework
The three sections of theory; motivation, corporate social responsibility and community entrepreneurship has open up for five interesting sub-categories that we will focus on and structure up our further research upon. They are chosen because they explain and create an understanding about the respondents’ social motivation. This means that it is from these five sub-categories; local community, social contributions, social responsibility, CSR and respect in the local community that we will base our interviews with the respondents upon in order to understand what their motivation behind taking on a social responsibility in the local community might be. The following empirics, analysis and results/ conclusion chapter will be structured after the model described below.
What is the motivation behind taking on a social responsibility in the local community?
4. Empirics

The following chapter is a presentation of the five interviews we have conducted in order to gather data for our case study. All five enterprises that have been interviewed by us are different in size, do not compete with each other directly and some of these entrepreneurs and business leaders live in Lammhult and others do not. To sum up, they are unique and have different backgrounds and different relationships to Lammhult. They were chosen out from a convenience sample that has been explained in the method chapter earlier in this thesis.

4.1 Torbjörn Blomqvist, CEO Steelform Scandinavia AB

4.1.1 Background

Steelform is a company that was started within the family and is currently run by the second generation. The family have a long tradition of enterprising and entrepreneurship. After some different projects, from aluminium swimming pools to pallet furniture, Steelform was created in 1989 and develops and produces window furniture. Mr Blomqvist did not have any attention to be involved in the family business from the start, but after having lived and worked abroad for a couple of years with orphans in Bangladesh, the timing and current family conditions at the time made it suitable to take on the role as company CEO in the newly started Steelform in 1989. Mr Blomqvist does not live in Lammhult today but has spent most of his childhood in the community.

Since 2007 the company is fully owned by Inwido AB. Inwido AB is partly owned by private equity firm RATOS AB that is listed on Nordic Exchange NASDAQ OMX. In 2013 the turnover of Steelform was approx. SEK 33 million.

4.1.2 Local community

For the enterprise Lammhult is important. The reason although for Steelform being situated in Lammhult is more a result of the family living there when the business opportunity came up according to Mr Blomqvist. The knowledge of using the specific machinery that Steelform uses is poor by competitors in the area where they operate, something that makes Lammhult suitable for the enterprise and gives them a little
advantage. He says that the social engagement in Lammhult is something that needs help from the enterprises in order to develop. The municipality cannot do everything on their own. They, as entrepreneurs and business leaders, have a responsibility (as community entrepreneurs) in the community to try to make Lammhult more dynamic, energetic and enjoyable for everyone.

4.1.3 Social contributions

The enterprise is, as explained in the background (see above), owned by bigger a company that according to Mr Blomqvist limits the ability to contribute freely to the local community. However, he, as a local business leader and an individual has room and interest in contributing to the social environment of Lammhult. He explained that in the past, when Steelform was family owned, there was more room to do what you wanted with contributions. They have a policy that what they contributed with before the acquisition in 2007, they can still contribute with today. Mr Blomqvist tells us about the local club for the enterprises in Lammhult, Industriklubben, where he currently is chairman. Their main focus is industrial and business development for the community but the club is also the owner of Möbelriket AB. Möbelriket AB focuses on making Lammhult a more energetic and dynamic place to both visit and live in.

Some examples that Möbelriket AB have done socially for the local community is KUL, Kunskap och Utbildning i Lammhult, which provided education in mathematics and in the Swedish and English language for those in need for it. They have also, together with the school in Lammhult, run a project about the entire process of how to create furniture that later was shown at the furniture fare in Stockholm. They have recently employed a person to specifically work with socially important tasks in Lammhult. Mr Blomqvist gives an example of tasks like “how to rent a canoe in Lammhult”, “how to create a Facebook page or a homepage” and “the day of Lammhult”, a local day of social and fun happenings in the town. Blomqvist also states that there is no pressure from the local community to contribute socially. Instead he means that if there is any pressure, it comes from the enterprises and entrepreneurs themselves. If the entire community grows and has a positive trend it will also bring good things back to their own business. Another social contribution that Steelform does is to support the local football team with money as a sponsor, support Möbelriket AB and its work with making Lammhult a more dynamic and nice
place to visit. They also sponsor a school class who once a year travels to England in order to learn English.

As stated before, Mr Blomqvist tells us that it is important that the enterprises try to help the municipality with developing the community forward. One example of an enterprise and the municipality collaborating is the Lammhult Tavern. Industriklubben and the municipality created it in order to have a place to eat and, of course, also invite customers to when they are visiting.

4.1.4 Social Responsibility

Mr Blomqvist and Steelform take on a social responsibility because they want to make the community more enjoyable and to create new business opportunities. If the society is enjoyable and grows, even Steelform will get something good out of it. The employees will appreciate the Lammhult area more and when it is time to employ new people it will make it easier to recruit them because they will more easily choose Lammhult according to Mr Blomqvist. It is important that the society is dynamic and future orientated so people could consider living there.

We asked Mr Blomqvist what the main factors and motivation behind Steelform contributing socially to the local community were. He said that first of all it is to create job opportunities. Secondly he said that they are a part of Lammhult and wants to take responsibility for the community and its inhabitants. It is important that the community grows and are lively and energetic and creates unity. Lastly he says that younger people might have higher demands today when they look for jobs, and then the social responsibility of the enterprise, its contributions and honesty is of great importance.

Even though economic profit is important, Mr Blomqvist tells us that there has never been about the money when he became involved in the enterprise. His background in helping orphans in Bangladesh, a SIDA project, he tells us might have a small doing with the fact that money is not the number one goal for him. Of Course he tells us, money is the fundamental thing that you need to have in order to develop and be able to help out, so it is important but has never been the driving force.
The municipality cannot do everything on its own. Mr Blomqvist means that it is important that enterprises try to help out, to be there with ideas and support in order to together develop the community. They have a responsibility to the community and the inhabitants to try to make Lammhult as good a place as possible to live in.

Their involvement in Industriklubben and Möbelriket AB is important for them because they want to get customers to Lammhult but also make people want to stay in Lammhult and not move away according to Mr Blomqvist. This makes the community more energetic and creates utility. The main purpose of Möbelriket is to promote Lammhult and to show what a nice place it is to visit and maybe, in the future, to live in.

4.1.5 Corporate Social Responsibility

Mr Blomqvist tells us that they have not implemented any official rules or guidelines in the enterprise’s byelaws. They do have an environmental policy and a code of conduct that describes how to treat each other with respect and dignity. They also demand that their suppliers follow that code of conduct. For example, they do not allow any child labour and demand that everybody uses the correct safety equipment. The company also sells soda at their plant and the money goes orphans in Romania. This initiative came from one engaged employee.

During the conversation Mr Blomqvist tells us that it is important that the enterprise has a bigger and better goal than just earning money. In the case of Steelform, the goal of their owner, Inwido AB is to make people feel better by giving them the right light and air through their windows and doors. This approach is something that Mr Blomqvist shares and values. There is more to it than just pure economic goals.

4.1.6 Respect in the local community

We start to talk about respect in the local community. Because of the fact that Steelform is not directly working with furniture and interior decorations, Mr Blomqvist thinks that the social contributions that the enterprise has made for the community are not seen as an act of getting respect from other businesses or
inhabitants. When they have made any contributions, there have been no economic winnings for them directly, something which could be considered as eliminating false accusations. Although, people do ask “why are you doing this?” or “is it to earn more money?” he tells us. The connection between contribution and investment is always there in the eyes of the inhabitants, but Steelform has been lucky enough to have been considered objective in that way.

The respect for enterprising in a small local community has always been positive Mr Blomqvist says. There is a lot of collaboration and almost no direct competition.

Steelform sponsor several activities because they want people to come either to visit Lammhult and its shops, or to be able to settle down and live there, not because they want respect in the eyes of others for helping out. Mr Blomqvist tells us that the main reason for sponsoring the local football team is because they want to support the local activities. There is no motivation behind the sponsorship in terms of commercial opportunities or economic reasons behind their contribution to the local activities. However one possible positive effect might be that, in the future, some people will consider working at Steelform because of its good image in supporting them during their youth, Mr Blomqvist says. They also sponsor a school class who once a year, travels to England in order to learn English. The motivation behind helping them to go there is because Mr Blomqvist feels that the enterprise has a responsibility in the local community to make it a better place to live in. In return the school perform Lucia celebration at the company that is very appreciated by the employees and contributes to a happier work environment.

4.1.7 Summary

The main motivation behind their social contribution is to make the local community more energetic, lively and create a better unity between all local stakeholders. To make people go to Lammhult to buy for example furniture or to consider living there. He also tells us that there is an economic motivation behind it too that comes with the project of developing the entire Möbelriket. The motivation behind that contribution is that a strong entrepreneurial activity and growing enterprises also creates jobs in Lammhult.
4.2 Anna Hultstein, CEO and owner AHAB Promotion AB

4.2.1 Background
Ms Hultstein was born and raised in the Lammhult area and has, for a couple of years, run a small business providing mostly local customers with printing, layout and advertisement services. The company was started in Lammhult and is still situated there. She comes from a family who have always been involved in entrepreneurial activity in Lammhult. Today she still works with the business with smaller projects, usually locally, but she is also a part time politician for Växjö municipal council.

4.2.2 Local community
Lammhult is very important for Ms Hultstein. She tells us that time and distance to the customers’ needs to be short because she works close with her clients. Ms Hultsteins’ background as a person born and raised in the Lammhult area, and still living there, makes the local community important to her and she has strong feelings for Lammhult. She wants the local community where she lives to be energetic and lively - a great place to live in! We sense and see a true driving spirit for the local community work and its development forward. She has always been socially interested and engaged in the development of Lammhult, both socially and economic, and both as entrepreneur –and nowadays as part time politician. There has also been a strong commitment to the local community association that works with making Lammhult a more enjoyable place to live in. She does not feel that you have to live or be from Lammhult in order to contribute to the local community. Engagement is something that is created within the community and is shared even by those who only work there but do not live there.

4.2.3 Social contributions
She has been a part of the local community association that worked with developing Lammhult and also provided the citizens of Lammhult with the local newspaper monthly, the Lammhult Allehanda. She contributed freely with layout and time because she wanted to make a contribution for the community she argues. One way to contribute she tells us, is to spend money in local companies such as the grocery store, go to the pharmacy or fill the car with gas in Lammhult. This behaviour will benefit
the local stores in regards to turnover and profit and is one easy way to contribute to the community. Sponsoring of the local football team is something that Ms Hultstein has done by developing their layout to the program leaflet. Every year she helps different local clubs and business with Christmas cards and gratitude cards. Lammhult has a lower unemployment rate compared with other smaller communities of the same size. One reason for this Ms Hultstein says is that the businesses really care about the employees and help them get employed in other local business when needed. They take on a social responsibility together for the society.

4.2.4 Social responsibility

The fact that Lammhult continue to develops both economically and socially is of great importance for Ms Hultstein. We asked her if she as a local native, contra the business leaders commuting to Lammhult, has a stronger motivation for contributing socially in community and got the answer that her motivation to help out is on the same level as the other enterprises. The need for people to feel happy and to have a good place to live in is also important which creates job opportunities she said. The need for have a high employment rate is very important she says, and it starts with the fact that people would like to live and feel good in Lammhult.

As previously mentioned, Ms Hultstein feels it is important to contribute with small things like grocery shopping, pharmacy visits and filling up gas in Lammhult. The main reason for this is that it contributes economically to the community and by that giving the tools to be able to develop the community also socially. She feels a responsibility to Lammhult and also her local business clients to keep the community on going and dynamic. This is also a reason why she got involved with politics. She felt the need to push questions about Lammhult up on the table. She has always been engaged in the local community even do if her job with politics has made her engagement more widen and includes more communities than Lammhult. As a small business owner Ms Hultstein, have contributed much of her time for free to develop different projects, some of them listed above. The motivation has always been to make Lammhult a more pleasant place to live in and create utility by helping out for the better good for the community and its inhabitants. She feels that there has always been and still is in the interest of the local enterprises in Lammhult to contribute to a
dynamic and energetic community. As a politician she feels that it might be easier to highlight questions of interest than before and get more out of the engagement for Lammhult that she feels strong about.

The motivation behind helping out with time and layout for the local sport clubs has always been that she feels they do a fantastic non-profit work in those clubs. That is a kind of thing that you want to support - and of course more people, especially children then can have a place to spend time at. It creates unity and makes their youth an important and valued time. “It is much better that children and the teenagers have something to do otherwise we might have to pay the cost in some other way later” she tells us. “With active club activities you make the community more attractive and get people to move there - which in the end provides employable men and women for the industry” Ms Hultstein says.

4.2.5 Corporate Social Responsibility

As a small business owner, most of the time working alone in the company, there have been no direct bylaws in the enterprise with specific CSR guidelines. Although she tells us that she feels that the Swedish companies have far too much strict and old-style financial statement. “It is always about the money and not about human capital,” she says. There is a strong opinion about making the businesses more open about human capital, social contribution and engagement. This is an important question that she thinks employees value more today than yesterday.

She gives an example of a big Lammhult enterprise that have many times in the history let the employees go down in working hours during bad conjunctions rather than making some people unemployed. The employer and the employee have then divided the cost for the spare time that comes from that action, but no workers have had to let go. Unemployment could cost Lammhult more money than if people choose to move away. They care and take responsibility for one and another. She likes to call this the “Lammhult spirit”. There is no big competition between businesses in Lammhult. If somebody needs help – another business quite willingly helps out. Togetherness and united corporate social responsibility among the different stakeholders in Lammhult is something that she values with the community. She
thinks the commitment might be so large because Lammhult is too far a distance from Växjö, which makes the community important for everybody.

4.2.6 Respect in the local community

If a business choose not to be a part of any of the local projects or program leaflets for the sport associations there might be some disappointment including some “small dirt talk or mean eyes”. She tells us that people probably notice this more easily in a small town as Lammhult where everybody knows each other and where only a few sports clubs and social gatherings to sponsor. She does not think, however, that enterprises and entrepreneurs choose to contribute just to get respect from each other and the local inhabitants. “If they contribute, they do it because they really want to do it and because they can, economically or time wise, no hidden agenda” she says. Those who do not support any activities economically or time wise is not because they do not want - it is because they cannot do it. To feel gratitude, and be given respect for the actions that supports the local community, she does not think has any impact on the entrepreneurs and enterprises choice for contributing. There is no need to make any noise over the contributions or support to the local community. Commercial and advertisement agenda have never been the reason for her engagement.

4.2.7 Summary

Engagement is a key to everything and without it there will be no dynamic or energetic social milieu in Lammhult, and local inhabitants, employees and business leaders share this opinion she tells us. Engagement to develop Lammhult socially does not have to come only from the native inhabitants; employees and business leaders that do not live in Lammhult also shares this engagement. Her heart is in Lammhult, which is the key to her contributions but thinks the business leaders who only work there also share this in some part. They feel for Lammhult and thinks it is important to keep the community energetic, dynamic and create unity. It can result in loyal and happy employees and make Lammhult a nice place to have the business in. The people operating in the community, no matter if you are native, live there or just work there, Ms Hultstein states in the end of our interview, share the “Lammhult spirit”.

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4.3 Caroline Blom Nielsen, CEO Svenssons möbler AB

4.3.1 Background

Svenssons have a long history, which started back in 1898. Today Svenssons have around 300 different brands in their portfolio. The company operates in the premium segment in the furniture business. Svenssons had a turnover of 220 million in 2013 that makes them the biggest company in their segment Ms Blom Nielsen says. Today they have 65 employees and their stores are located in Lammhult, Malmö, Göteborg and Stockholm.

The CEO, Ms Blom Nielsen, is a former economy student from former Växjö University (today Linnaeus University) but she has also taken some law courses besides economy. She once started as head of administration at Svenssons with economy and human resources as her main tasks. After a while she got promoted to work as Vice president and today she is the CEO and also part owner in the company. Ms Blom Nielsen have worked at the company for 10 years and is born and raised in Växjö and have no special connection to Lammhult except workwise.

4.3.2 Local community

Lammhult as the local community where Svenssons is situated important but maybe not so much as you want to think she says. Lammhult is not very important if only looking from a customer perspective because the local citizens are not the primary targets for Svenssons. But from another perspective, all the local inhabitants are ambassadors for the company and it is really important with a good reputation. It is also important that the inhabitants think Svenssons is a good employer to have in the community because it can lead to a positive image and new customers from inside and outside the community.

4.3.3 Social contributions

Svenssons is a part of Möbelriket AB that is an organization that tries to develop and increase both business opportunities and the social milieu in the Lammhult area. Independently as a company they do not feel they do very much to the society but together with others they support as much as they can by being a part of Möbelriket
AB. Ms Blom Nielsen is also a board member of Industriklubben that is the owner of Möbelriket AB.

The company also sponsor and support different activities in Lammhult economically. According to Ms Blom Nielsen this kind of social contribution has existed as long as she knows. The local football club gets some money and also the horse-riding club. The general policy is that they support those activities where they have some kind of relationship to them. If the employees’ children are involved in certain activities it is a good ground for their sponsorship.

Lions are a charity organization that Svenssons have had a long partnership with. Svenssons donate money to Lions and in return they get help from them when needed. For example Lions help out with the traffic and serving when the store has big sales and costumer events. Lions is an organization that donate money, provides scholarships and other good deeds.

Earlier Svenssons only sponsored or contributed to activities and projects situated in Lammhult but because many of their employees have moved to other towns today they have widen the range of their support.

They have also in the past sponsored the local school class that once a year goes to England for learning English.

4.3.4 Social responsibility

A lot depends on how much time they can spend on the engagement to make Lammhult more dynamic and energetic because they also have their own development to consider and many other projects to lead and manage. There is very much work for the organization Möbelriket AB and it is important to put Lammhult, Småland and Kronoberg on the map to promote all the businesses. Instead of compete with the other companies they try to collaborate and find solutions that fit them all.

We ask Ms Blom Nielsen if she feels a social responsibility over Lammhult as a community. She tells us that she has not really thought about it like that. She
continues and explains that it has not happened much in Lammhult over time, if looking at the housing market. The immigration to the community is very limited and many young adults move from the community. Some come back when it is time to start a family. Many people commute into Lammhult because there are many jobs but they do want to live here. Ms Blom Nielsen says that it is important to take responsibility for the community and one way of doing that is the engagement in the Lammhult Tavern. Just to have a place for local citizens, but more economically, customers is important when considering traveling to Lammhult. The problem is that it is hard to manage a restaurant with a population with only 1500 people.

Contributing to make Lammhult more dynamic and vibrant as a community is important and in the interest of Svenssons because it must be interesting for customers to visit us and enjoy it. “We do not only contribute because of the inhabitants. But if the inhabitants are happy and like what we do it is very positive because it make them better ambassadors and even if they do not purchase our products they think it is positive that we exists here” she argues.

In the long run there is a will to be able to recoup the investment (contribution) to the community, but in short run it is difficult. She tells us it is very difficult to measure these things. There are many different ways to do it without knowing which the best way to do it is. Some of the employees of Svenssons live in Lammhult so the contribution is giving some kind of value. “About 10 - 15 % of the employees lives in Lammhult, the rest lives outside in other communities so it is difficult to define how important those communities are as well. Maybe the other communities are as important for us as Lammhult? This is something we really have to consider,” she says.

Ms Blom Nielsen does not support organizations that want any kind of sponsorship where 30 to 50 % of the money goes to the administration. She rather goes by herself to the school (if that is the case) and gives the money to the principal so she can be sure of that all of the money is used for the right cause.
4.3.5 Corporate social responsibility

They think that the CSR issue is interesting and might be relevant in the future, but not until they find something they feel could be related and relevant to the company’s work. Svenssons do not feel it is the right CSR to sponsor children in Africa only to get publicity. They want something that has a connection to the business they operate in, maybe cultivation of new wood somewhere in the world that could be used to make furniture or similar to that. It has to be something that is linked to the business and best of all if it is something that could develop the whole furniture industry. Svenssons believe it is better to wait for the right moment and contribute to something they can really get involved and engaged in with both heart and brain.

Further she explains that that Svenssons do not do anything at the moment that she would put under or similar to the term CSR. If they would only do something for the cause their commitment would not be 100 % and that it not how Svenssons want to work. Ms Blom Nielsen says that the content is more important than the image. Svenssons is not listed and are not expected to use CSR. It is the owners that have control over the company but maybe something would happen with new owners. Passion is a big factor and what is done depends a lot on who is in charge and what limitations they have. Another important factor related to what a company contributes with -is the cost. Svenssons has invested heavily in new stores and it has been costly. Also other issues such as employee satisfaction and internal education are in priority to CSR. It may be contradictory to the staff if you do not choose them first. It could cause conflicts and that is nothing Svenssons want.

We asked if there were any specific norms, rules or policies when deciding which activities that should get support or sponsorships. Ms Blom Nielsen, the CEO, makes many decisions and her policy is “a little bit too many”, and usually it has to be rooted in Lammhult. But the development with more stores in other cities has changed the policy a bit. She says that now the other cities also are important because of the employees and their children. But in the big cities sponsorship is more expensive which has made Svenssons to neglect many requests. Sponsorship in Lammhult is for the inhabitants’ well-being, while in the big cities it is more of advertising. Personally, Ms Blom Nielsen thinks it would be fun to sponsor Växjö Lakers but from a customer
perspective it would not be the best choice because the customers are not there. Sponsorship is often business-related but in the local contexts, as in Lammhult, the reason for contribution is to help the society where the young people are primary. “You want to support the local community and a little reason for that is to not get a bad image when other companies are helping out to support. It is a combination but the primary focus is to improve for the society” she says.

4.3.6 Respect in the local community

Svenssons or Ms Blom Nielsen does not feel any direct pressure from the local community to be forced to contribute. They think they are pretty generous with sponsorships and try to give a small amount of money to many different actors. It can be anything from sport organizations to charity. They rather give something little to everyone instead of only sponsor for example the local football club. They try to contribute to organizations that operate with a good cause that benefit the society - often for young people, but also for seniors.

The company is not directly afraid to lose respect in the local community if they would not contribute socially with support and sponsorships. However, they have it in mind; sponsorship is one part of it and is a good way to participate in things that are well seen and popular as for example the new gym in Lammhult. It is something positive for the community and something Svenssons want to be a part of. The sponsorship should give something positive back to the community and if that succeeds then it will also be positive good will for Svenssons.

Primarily, there is a will to support the local community and a little reason for that is to not get a bad image when other companies are helping out to support. It is a combination but the primary focus is to improve the society Ms Blom Nielsen tells us.

4.3.7 Summary

Svenssons social contributions and its motivation behind it could be summarized as that the company’s reputation and image should be positive, there is a desire to
develop the community and the well-being for the inhabitants, but also making the employees satisfied and to have a good relationship with each other.

When it comes down to sponsorships they have a philosophy of giving something little to everyone instead of giving more to a few. Svenssons are a little bit more generous when their own employees are involved in a project.

They feel a need to support the local community, both because they want to have a good image in the community, but also because they feel a social responsibility for Lammhult. The primary focus with their contributions is to develop the society forward, both socially and economically.

4.4 Fredric Fagerberg, CEO Ackurat Industriplast AB

4.4.1 Background

Mr Fagerberg has an academic background as both civil engineer and as a business student. He is from Växjö originally and has been working at Ackurat since 1998. The company was started in Lammhult back in 1946 and produces and sells a wide range of small plastic components, mostly to the furniture industry. They have about 10 000 components in their assortment but also do custom made products. In 2013 Ackurat had a total revenue of ca. SEK 53 million and are also situated in Finland and Poland. They are a part of the public listed company XANO AB.

4.4.2 Local community

Lammhult is still important today Mr Fagerberg tells us – even though it was more important in the past. In order to expand and develop the company you need competence that might be gathered from outside Lammhult. He tells us that it is about 800 people surplus that commutes to Lammhult and their work every day. The commuting part is then considered very big. He would love if there were a bigger possibility to employ people from Lammhult in order to develop the business. If they are native or just living in Lammhult, they probably have an interest in staying in the business longer. One reason for people choosing not to live in Lammhult Mr Fagerberg thinks is that there is no on-going development of new houses and
apartments and not much to do for the youth besides the local football club. The distance to Växjö might be just too far for people to consider Lammhult a place to live in compared with other small communities around Växjö.

4.4.3 Social contributions

Ackurat have in common with our other interviewees that they are a part of Industriklubben and Möbelriket AB. Like explained before Industriklubben works with developing the industry climate in Lammhult and Möbelriket AB tries to make Lammhult a more dynamic and energetic place to live and be visiting. They want to create both economically, but also social welfare to the community.

Their engagement in contributing socially to the community has been bigger before he says. However, the recent process of hiring a person to work with these questions at Möbelriket AB is positive. “It would be great if the day of Lammhult comes back again, the Christmas fare and the homecoming day,” Mr Fagerberg argues.

Mr Fagerberg has a strong commitment to Växjö Vipers where he has been involved for about 20 years. Ackurat is also a sponsor of the floor ball club. This club is although situated in Växjö, the nearby regional capital of Kronoberg, and the support could not be considered as a social contribution to Lammhult. It is more of a personal strong interest he says. Ackurat is currently a sponsor of the local football team, the local horse-riding club and the local gym. To sponsor other activities in other communities is not of great interest. There has to be some relation with Ackurat and the employees he says.

4.4.4 Social responsibility

It is important to get activities like day of Lammhult, the Christmas fare and other social activities back. He thinks it creates togetherness and unity among the citizens of Lammhult. The people who usually lived in Lammhult and also the people that live here today, has a need to feel that the local community is a fun and nice place to be at he explains. This is nothing that will give any results today for Lammhult but might
have a positive effect in the long run, making more people willing to live in the community.

When he started in 1998 almost every CEO was from Lammhult, today almost every CEO comes from outside the community. The fact that the community does not grow makes it hard to get this kind of competence from within the community. You have to widen your eyes and look outside.

He says he feels a commitment to Lammhult and wants to make it a more dynamic and energetic place to live in, or for customers to visit. Although, the engagement he says must start within the community. The inhabitants have to be the drivers of the engagement for the local community. If only the enterprises try to develop the community socially, nothing will happen. There needs to be a unity around the social development and engagement from the local citizens.

He feels that the company has a responsibility to support and contribute socially to the community. This responsibility pretty much derives from wanting to make Lammhult a nice and dynamic place to live in for the employees of Ackurat and their children. Mr Fagerberg tells us that the social responsibility and engagement has been greater from the companies’ side in the past. This has its ground due to the fact that the employees’ children have grown up and then usually leaves Lammhult. What happens next is that the employees loose a little of the local engagement that they once had and with that, also the engagement from the company, unfortunate decreases.

Contributing socially Mr Fagerberg thinks has nothing to do with any hidden agenda or economically motives in the end. The companies do it as good will and because they maybe feel a need to take a responsibility. He also believes it would feel weird to not get involved or support local activities and projects. But it has to start with engagement from the local inhabitants and then being supported from the companies. Sponsoring the local football club is something he thinks is a very good thing to do because it is the one and only activity that gather the inhabitants of Lammhult together. The motivation behind sponsor this activity is that he feels that they as a company have a responsibility towards the community to help out with these kinds of
things. It creates togetherness and a social context for everyone. He also believes there is goodwill for Ackurat in supporting that kind of activity.

The Lammhult Tavern is of interest also for Mr Fagerberg. If there is no place to take customers when they are visiting, no companies will consider coming there he says. The enterprises, but also the local citizens have a responsibility to use the Tavern otherwise there will be none.

Another key for motivation is also that it would be a little bit cheaper to find the competence when hiring in Lammhult rather then Växjö. This because if they have to look for employable people that have to commute to be able to work in Lammhult, they will cost more Mr Fagerberg says.

4.4.5 Corporate social responsibility

Social responsibility is something that Ackurat, as a subcontractor to the furniture business works with everyday. Mostly it is to make sure that all processes is carried out according to the norms and rules about social and environmental responsibility that the furniture business has decided to have. The motivation behind this is mostly to keep Asian firms away from the market with their cheaper goods – and their lack of social responsibility. They have also visited subcontractors that they buy material from in Asia to make sure that they do not use any irresponsible social or environmental processes – and of course use no child labour.

There is no rules or bylaws that says that the company has to support economically or socially to any activities or events. Even do there is no written rules; they do have internal methods to support the employees socially if they have any problems. Mr Fagerberg says his door is always open and that they have a culture of trying to both help those with problems but also try to make social happenings together with the employees. The motivation behind this is to make Ackurat a good place to work at, that the employees feel comfortable and happy. If they feel those things – they probably want to stay at Ackurat for a longer time he says.
4.4.6 Respect in the local community

That you will be seen with angry eyes and loose respect in the community if you do not support local activities is something that he does not think exists. The responsibility and respect has more to do with supporting the activities that the employee takes part of. To support or contribute to activities just to be getting a good image is nothing that is important for them. However, if there is goodwill that will come from social contributions like sponsoring, that is a good and thankful bonus for Ackurat.

4.4.7 Summary

Ackurat is open to support and sponsor activities that develop Lammhult both economically and socially. However, they feel a need for a greater engagement and commitment from the local citizens in order for this to happen. They know best how to make Lammhult more socially attractive, and Mr Fagerberg thinks that not only Ackurat, but all local enterprises would support economically creative ideas for developing Lammhult. The recent employment of a local project leader within Möbelriket AB is a step in right direction he tells us. The engagement and motivation for Mr Fagerberg and Ackurat to socially contribute to Lammhult should start from within Lammhult. If they want to do it, the company are there to support it. It is important to create a better togetherness and unity between the enterprises and citizens to make Lammhult more attractive. The motivation behind this is to make the people happier and want to live and work in Lammhult, which will create employable people for the businesses, but also for good will. That the company helps out, take a responsibility is because they have the power to do so.

4.5 Christer Frisk, Financial, HR & IT Manager Lammhults Möbler AB

4.5.1 Background

Lammhults Möbler AB started back in 1946 and is today an internationally renowned and profitable furniture company. In 2012 they had a total turnover of ca. SEK 174 million. They are a part of the Lammhult Design Group AB that is listed on the NASDAQ OMX Nordic Stockholm. They are one of the biggest employers in Lammhult with about 90 employees.
Mr Frisk is originally from Sävsjö but lives since close to 30 years back in Växjö and commutes to Lammhult. He has been at Lammhults Möbler for about 2.5 years.

4.5.2 Local Community

The local community is very important for the company. They feel very close related to the local community –much because of their brand name. They call them self simply “Lammhults” which makes them and the community very close. Lammhults are a part of the local Industriklubben and also a member of Möbelriket AB. The company’s furniture is mostly used for public environments like airports, schools and offices. This means that the customers are not much situated in Lammhult. So from a customer perspective the local community is not so important. But from a perspective as a company that shares the name with the local community, and have a long history in the community, the local community is very important. The local inhabitants have the knowledge and share the history and tradition with the company.

4.5.3 Social contributions

Trough their part in Möbelriket AB, Lammhults makes a various amount of social contributions. Möbelriket works with developing and increase business opportunities and developing the social milieu in the Lammhult area. They also sponsor the local football club and the local horseback-riding club with money. Their motivation behind their support to these projects is rooted in a will to make Lammhult more dynamic and enjoyable for the local inhabitants and the youth.

Lammhults also contribute with some money to the local school class that travels to England once a year in order to learn English better.

Their social contributions Mr Frisk says also have to do with a will to support activities that their employees are involved in, or have kids that are involved in. It does not only make Lammhult more enjoyable and fun, it also makes Lammhults as a employee, and their image, more positive and maybe makes people more interested in one day wanting to work at the furniture company.
Sponsorships outside Lammhult, like Växjö Lakers, is motivated as a commercial investment. There is a marketing purpose with that contribution. Although, to sponsor minor sport clubs in nearby communities are not of great interest.

4.5.4 Social responsibility

To take on a social responsibility for Lammhults is easy and can be explained by their brand so close connected with the community. All the responsibility the company takes on is probably not easy to economically recoup if looking at balance reports or financial statements. Mr Frisk tells us that it is not the case either. For them it is more important to be able to contribute socially, and take on a social responsibility, in order to be able to make Lammhult a more enjoyable and dynamic area. He means that you then can recoup the investment from a human –and social perspective. So them taking a responsibility for the community are not possible to financially recoup –but socially you can.

The motivation behind their contributions and social responsibility probably comes from the fact that the brand is so close related to the community. He tells us that it is important for them to support projects that get the community together and makes the community develop forward and grow. Mr Frisk argues that it is important to get people who want to stay and live in the rural areas and not only in the cities. Then they together can grow and develop the business and community forward.

The engagement in the community and in the local sports clubs might have been bigger in the past Mr Frisk tells us. He thinks that back in the days you had more time to be engaged and involved in different projects. Today time is more limited which makes it hard for some to take responsibility. That is why it is so important that the company helps out when it can to make Lammhult a more enjoyable place to live in.

4.5.5 Corporate social responsibility

Lammhults is currently discussing of how to intervene more CSR into their business agenda. As a company that through Lammhults Design Group AB is listed makes it extra important for them to deal with questions regarding sustainability, child labour
and safety. They do inspections at their subcontractors in order to secure the entire business process goes according to their norms and values. This is important for the brand image Mr Frisk tells us. They do not want to be a part of any trouble regarding questions about child labour or unjustified low wages for example. Their vision is to protect—to take care of people and not use them. There is no direct charity project they are involved in at the moment although they have sponsored a couple during his time at Lammhults.

Their code of conduct also states that they and their subcontractors take a big responsibility to ensure that the entire business process is performing according to business standards—not only regarding human value—but also responsibility over the environment and the milieu, which Mr Frisk means is very important for them. Also their customers more and more want to secure that the furniture they buy is produced under right circumstances.

Their sponsorship to different activities and clubs in Lammhult is a form of CSR that maybe not is written in their business idea that they should do, but they still contribute with money to the football club, the horse-back riding club and buy athletic memberships from the local gym. The motivation behind these contributions is that they want to be an attractive employee that really cares about their employees—but also cares about the community and its inhabitants. Lammhults have always been one of the bigger sponsors to the local activities. It is important to do that for the community Mr Frisk says, and maybe then one day the local people see Lammhults as a great place to work at.

4.5.6 Respect in the local community

Mr Frisk does not think that you get any evil eyes or any trash talk if you do not contribute to the local community as a company. He feels that it is more a humble action that the companies do. If you have the ability and the money to contribute, then there are a will to be a part of projects that develops Lammhult.

There is no direct pressure from other companies or the community to contribute. The motivation behind their social contributions is value creation, to take responsibility for
the youth and be a part of the social milieu in Lammhult. Like explained before during the interview, then maybe the youth one day would like to work at Lammhults and see them as a good and responsible employer.

### 4.5.7 Summary

Lammhults primary motivation behind them contributing socially is that they want to promote the local community, promote and shape a living rural area and finally promote and support the employees. By supporting the community and making it more dynamic and joyful – they also support the employees. They have a nicer time in the community then, and are happier. The people of Lammhult are very important for the company because they have so much knowledge about furniture and the furniture business. It is important for the company to be seen as a good role model for the community, because the community and the brand are so close related.

The company likes to work close to the people, to create synergy. With synergy you can create powerful things and together develop the community for the better.
5. Analysis

The following section will try to analyse and understand the motivation behind contributing socially for the enterprises and entrepreneurs in our case study. It is the data presented under the empirics’ chapter that will be analysed and discussed out from the literature in the theory chapter. The discussion and analyse about their motivation will be presented with the five sub-categories that are mentioned first in the theoretical framework section in the theory chapter, and later used to present the data in the empirics chapter. We will start with presenting the most relevant findings from our respondents in order to make the analysis easier to follow.

<table>
<thead>
<tr>
<th>Factors of importance</th>
<th>Most relevant findings from our respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local community</td>
<td>Important for all respondents from an emotional and personal perspective. Not so important from a commercial perspective, most of the customers are not from the community. Important from an employee point of view; wanting the local community to be enjoyable for the employees. Important to put Lammhult on the map in order to create new business opportunities. The importance of the local community might differ between the respondents depending on their background.</td>
</tr>
<tr>
<td>Social contributions</td>
<td>They feel it is important to contribute with time and money to projects and activities when you can. No pressure from the local community for the enterprises to contribute. They do it because they want to, or when employees or their children are involved in the activities or projects. No hidden agenda with their contributions. If the employees are happy they might stay longer in Lammhult and with that – be able to work at the businesses. If they get a good image locally with their sponsorships, maybe one day the youth could consider work at their enterprises.</td>
</tr>
<tr>
<td>Social responsibility</td>
<td>Important for all respondents. They feel that the municipality cannot do everything on their own. There is a will to take on a social responsibility from the businesses in order to make Lammhult more dynamic and enjoyable. This is important so that</td>
</tr>
</tbody>
</table>
people are willing to stay or move to Lammhult so that there are employable people with the right competence in the area. Although, the majority of our respondents feel that the local inhabitants need to take a bigger responsibility as well for the local community. Everyone in the local community must work together in order to develop the community forward socially and economically.

| CSR | One company is currently trying to introduce the concept into the business idea. Others discuss how to introduce the concept. The respondents work with tasks similar to CSR even though they do not call it CSR. It is of importance for the respondents with sustainability, no child labour and right safety equipment –not only for themselves, but also for their sub-contractors. Locally they all feel that their contributions with time and money for projects and sponsorships are very important and something that a company should do if they have the time and can afford it. Personal experience and interest affects the way the respondents look at the term CSR. |
| Respect in the local community | All respondents mean that they do not take on a social responsibility or contribute socially in order to gain respect from other people or the community in general. The respect and appreciation is a positive result or consequence that comes from their social efforts and should not be considered their main goal. Although, it is important for all of our respondents to feel appreciated and respected in the community. |

| Table 1 |

5.1 Local community
All of the business leaders that we have interviewed explain that the local community is important for the companies but not as much as it has been in the past. Being liked by others and appreciated makes it easier to get accepted and supported by others in the environment (Leary and Batts Allen, 2011). This could be a factor for explaining why entrepreneurs support their local community in various ways. The reason for the
companies to be situated in Lammhult is more a result of convenience because the founders lived there at the moment than a strategic opportunity for the best of the companies. In the past the companies were more intertwined with the community and almost only had employees that lived in Lammhult, which made the quality of living in Lammhult more important for the companies. Today the community is still of value for the enterprises but the passion and heart for the involvement is not that big anymore. One possible factor for the entrepreneurs and enterprises involvement and need to be close to the local community, might be that they want to strengthen the relationship in order to develop the community forward (Teasdale, 2010). There are both economic and social winnings in working close together, both company to company, but also companies and the local community.

The companies have grown bigger with time and it is hard to find the right competence from the people living in Lammhult. Many employees live in other communities that have forced the companies to widen their support broader than only Lammhult. There is also a problem with the young energetic people moving from the community and leave only seniors left that maybe do not have the real driving force anymore to engage in development projects that are needed to also engage and influence the enterprises more. In order to get the young people to stay, and in order to get new people with competence to the region, it is important for the enterprises to keep on developing the community. If the entrepreneurship process is positive it will have both economic and social affects that have great positive impacts on the local community (Vestrum, Alsos and Ljungren, 2012). One effect might be that the business then will have an easier ride to employ people or even employ people with specific competences and with that, be possible to grow economically.

According to the business leaders it is important that the local inhabitants show passion and involvement to develop the community because it has to be mutual in order for the companies to help. The driving forces and initiative should come from local inhabitants and the financial support will than come from the enterprises if the cause and reasons are right. Today the enterprises are bigger than the community itself and their main targets do not live in Lammhult anymore, that from a business perspective decrease the desire to develop the community’s social environment. It is still though important to increase the well-being for the whole community because
they are all ambassadors for the companies without even knowing it, and can contribute to a better reputation and image of the enterprises.

They are all mentioning the importance of keep on and develop a good place to live in because in the long term this will result in happier and more loyal employees and if they are satisfied they will stay longer as employees and do not move away to find something better. This is very closely related to the term community entrepreneurship. Where societal wealth creation is the main goal, and where economic value is a step towards development for the collective values. It differs from the commercial entrepreneur’s view, where societal wealth is seen as a consequence of private and economic goals. Through individual and collective efforts, community entrepreneurs want to use local resources, create income and employment for the community, create social change for the better of all and develop the entrepreneuralian environment to create new opportunities for the community (Vestrum, Alsos and Ljunggren, 2012). Our data collected shows a great interest in developing Lammhult but we cant make any conclusions about if the companies’ motives behind their engagement in the local community is a pure result of community entrepreneurship or a result of commercial entrepreneurs. Although we can conclude that they intertwine with each other and affects the communities social environment in various ways like we have explained many times throughout this thesis.

The primary motivation for the companies to try to get Lammhult more dynamic, energetic and enjoyable for everyone is to make the customers satisfied when they visit. For example it is important to have a restaurant where the visitors can eat and enjoy their time. Even though the business leaders tell us that they all want to help with the developing of Lammhult they have limitations and can not only use their hearts when making decisions. Sometimes for the best of the company they must use the brain as well and get something good out of their contributions. This is the kind of behaviour could get explained with the forth level of needs by Abraham Maslow (1943). The need of esteem, to have self-respect and to feel respect from others is important. This might explain that the enterprise feel strong for the local community. It is possible that there is a need to feel valued and appreciated in the local community and that it affects the way the enterprises operate in the community. We would not go so far that we would call it a hidden agenda with their local engagement for the
community, but that also the head, and not only the heart, have been used when contributions and engagement for the local community have been made.

There is one business leaders engagement for the local community that goes further then the other respondents, and that person is Anna Hultstein. She is born and raised in Lammhult and have a smaller company that she runs by herself. For her Lammhult has a more personal agenda that goes way beyond any business interests. Hedegaard Hein (2012) argues that this kind of internal motivational can be shaped by society, with norms, values and cultural aspects. Her being raised and born in Lammhult has probably made her more affected by he history and context of the local community. She is a true driving spirit for the local community and has always been socially involved. She is very genuine and wants Lammhult to grow and be livelier than it is today. There is also a notion of external motivational factors in this case. Hedegaard Hein (2012) argues that they are created from the outside and are beyond the individual's own control. Internal motivational factors focus on the individual’s own personal development and personal satisfaction while external motivational factors focus on factors outside and beyond the individual's own control. That might be why there is a need in this case to turn in to politics in order to make Lammhult a better and dynamic place for everybody. When she felt that her contributions were limited because of hierarchy she became involved in politics to be able to contribute more and get the license to make bigger changes for the community.

5.2 Social contributions

All of he businesses in our case study contributed in some way to social activities in Lammhult. Some say it was with more engagement or money in the past, but there is still some sort of contributions even today. Although there is a pretty big difference between what they as individuals would like to do, and what the companies can and have the legitimacy to do. The fact that they although are contributing socially to the local community Maslow (1943) explains with that human behaviour is directly connected to unsatisfied needs. Humans have a need to change things that is not in balance at the moment. This can explain why our interviewed companies choose to contribute. They feel that Lammhult is missing something or has to develop economically and socially in order to reach a perfect balance or stability.
Steelform, Lammhults and Ackurat are owned by bigger, listed companies which according to them limits the ability to contribute freely to their local community, even though there is interest from them as individuals to get involved in projects for the development of the social environment.

Ms Blom Nielsen, the CEO for Svenssons, that are not listed or owned by a listed company, means that they do not have any particular limitations with contributions except for money issues and interest. There is also a discussion of how much to contribute with to the society contra internal projects that will benefit the employees who are the most valued ones for the companies.

For Ms Hultstein, the owner and being self-employed at AHAB, all the decisions for contributions are individual and hers directly. Her company is smaller and cannot help out at the same level with money as the bigger companies. Instead she contributes with layout and time for free to different activities in order to help the community. Some things she does are for example to provide the local newspaper with her competence and sponsoring the local football club with their layout to the program leaflet. Hedegaard Hein (2012) explains that internal motivational factors are created within the human being and can be tied to a wish to perform good or personal development. In Ms Hultstein’s case we find a great passion for the community that is huge and personal, and as an inhabitant in Lammhult she always do the grocery shopping, go to the pharmacy and fill the car with gas in Lammhult, even if it is a little more expensive compared to other areas. Ms Hultstein does this in order for these businesses to go around and keep them in Lammhult. Small things can make a big difference she says. Ms Hultstein contribution is a great example of internal motivational factors as Hedegaard Hein (2012) presents it. She wants to develop the community forward and have real personal interests with her contributions.

That the enterprises and entrepreneurs are interested in contributing could be understood with them wanting to be part of social life around them and the gain respect and esteem of others. In order to get accepted socially in the community they have to be unselfish and contribute to the better good of society (Homans 1950; Roethlisberger and Dickson 1947). It is an unselfish act to contribute with time or
money to sponsorships and is also related to the fifth level of needs by Maslow (1943). Maslow (1943) means that we have a need to look at the external, in this case outside the company, and try to help to make the society a better place. There is a will and responsibility to do so he says and this argument can help explain our respondents’ motives behind their social contributions. They contribute because they feel they have to, that it is their responsibility to do so.

Together these companies are involved in Industriklubben, which is a collaboration between many companies in Lammhult, with the main focus to develop and find opportunities for the local businesses. They are all a part of another organization, owned by Industriklubben, which is called Möbelriket AB. This organizations’ main focus is to make Lammhult more energetic and dynamic place to both visit and live in. For example they, together with the school, educate young students in language and in how to create furniture. Otherwise the companies contribute a lot with sponsorship to local organizations such as the football club, the horse riding club and the new gym in Lammhult. Often they support activities where they have some kind of relationship related to it. They all state that there is no social pressure from the community for them to provide or support these projects. Dunning (2012) argues that one motivational factor might be that our companies feel a social pressure around them to contribute. During our interviews we have asked the respondents about this and got the answer that it does not apply. The local inhabitants are happy for the contributions they say –but there are no direct expectations from them about contributions from the enterprises. So, they feel it is their responsibility to contribute, but there is no social pressure from the community for them to do so. So the factor of motivation for their contributions is considered to be internal.

Leary and Batts Allen (2011) argues that being liked by others, appreciated, makes it easier to get accepted and supported by others in the environment. This could be a factor for explaining why our entrepreneurs and enterprises support their local community in various ways. Although the theory does not explain that their background is of real importance here. On individual levels all our entrepreneurs and enterprises contribute to the community. Steelform donate money to the local school for a trip to London to learn English better. They are also collecting money by selling soda at the local plant that goes to orphanage children in Rumania. Ms Blom Nielsen
has a policy to give a little money to many but gives more to the Lions organization and in return they get help from them when needed. Ms Hultstein contributes with time and work for free. Lammhults are involved in various projects. So all of our respondents contribute, even do it is in different ways. There is no advertisement or economic agenda with their contributions.

Being liked by others is important like stated before. But favours like sponsorships in Lammhult might also have the result as being seen as rather unselfish and give you as an entrepreneur or enterprise an image of being kind and helpful which lead to respect and support from the local environment (Leary and Batts Allen, 2011). So even if there is no pressure from the inhabitants to contribute to the community, there seems to be a common feeling of responsibility and unselfishness from the respondents over their social contributions to the local community. This can give you as an entrepreneur or enterprise respect and support from the inhabitants and the community that could be important in various ways for the companies.

5.3 Social responsibility
All the business leaders that took part of our case study feel that they have a social responsibility towards the local community –but they have never given it any deeper taught. They describe it as a natural process that just exists. Responsibility is something you just take as a local enterprise. Hedegaard Hein (2012) argues that context is something that influences us as individuals about what motivation can be. She states that motivation can be shaped by society, with norms, values and cultural aspects. These criteria can influence the individuals of the community and shape what he or she feels is desirable or not desirable. In the case of Lammhult there seems to be a history behind the local entrepreneurs and enterprises taking on a social responsibility. Some would call it “the spirit of Lammhult” and seems to be rooted in all companies we have interviewed in Lammhult. People want to help each other and find solutions that will benefit all. Hedegaard Hein (2012) would argue that the philosophy behind the companies’ taking a responsibility has to do with external motivational factors. Factors that are decided outside the individuals own control. The individual is able to react to the external motivational factors, but cannot control them. The external motivation can lead to a satisfaction that might help to solve an
external problem. Taking responsibility would in this case then be something you do as a reaction and is nothing you can control. It will always be like this then.

There are also many different aspects to consider related to social responsibility and the motivational factors behind it. They want to make Lammhult more enjoyable and to create new business opportunities. The responsibility they feel is not only towards the inhabitants, it is also for their employees and their family. It is towards the whole area, to put Kronoberg, Växjö and Lammhult on the map in order to in the end also take responsibility of their industry and businesses.

The enterprises feel a responsibility to create new jobs and to make the community grow, be lively and energetic. According to Maslow (1943) this could be explained with that self-actualized individuals are more spontaneous and look for problems in the milieu before they look at how good they have it on an individual level. It could be translated to as they look at the bigger picture first and wants to make it better as a whole, rather than just looking at their own individual situation. This is in some sense true, although, our companies do not look at the community first. Them helping out socially and taking a responsibility is an action that comes from their enterprising. A positive effect of their enterprising you could say. They are commercial entrepreneurs but with a deep interest in developing the community socially. But how deep can they go with taking responsibility? They struggle with the question of what the best thing is to do for the community, but also for their own business and its employees.

Vestrum, Alsos and Ljungren (2012) explains community entrepreneur as one who want to use local resources, create income and employment for the community, create social change for the better of all and develop the entrepreneurial environment to create new opportunities for the community. The companies we have interviewed when talking about social responsibility share this. But it is more a consequence out from their succeeded businesses. It is something you can do when you have the tools and time for it. But their business ideas are not built upon the criteria of community entrepreneurship. The respondents tell us that it is hard to know how much responsibility they should take. Is it the whole community of Lammhult that is most important or should the interest of responsibility be towards their own employees?
They think it is difficult to measure social responsibility and to find the solutions that benefit all.

They also feel it is very important to set a good example for the young people in Lammhult. One reason for this is for the children to learn good values and be active in for example a sports club because otherwise they might have to pay that cost in another way later. Everyone in the community should share the “spirit of Lammhult”.

All the companies have in common that they have mentioned their desire to make Lammhult a better place to live in so that people stay. For example such simple projects as the ”day of Lammhult” would contribute to a nicer and more enjoyable environment but everyone needs to take a responsibility and work together. The companies, the municipality and the local citizens are all a part of it. They think all companies in Lammhult would love to help out. It does not matter where you come from, it is just important to see the passion in the inhabitants as well because they are the main actors in the community. Blombäck and Wigren (2009) argue that social responsibility goes beyond the core activities of the business and include activities that contribute to the greater good for the whole society. This argument is something that is spot on when describing our respondents will to take responsibility. It is very important in this case to highlight that their motivation for taking a responsibility does not come from any pressure from the inhabitants or the community. They take on a responsibility because that is what you do as a company, they have always done that, and the municipality cannot do everything on their own.

Another common factor for the company is that economic profit have never been their driving force, but with that said it is fundamental and a necessity in order to develop and help out. So they are not community entrepreneurs in the sense Vestrum, Alsos and Ljunggren (2012) explain it. They are commercial entrepreneurs with love to the community were they operate. According to the business leaders there are no hidden agenda with their contributions and they try to be as open as possible to be trusted by the community. They want to help out and many of the contributions are unselfish acts in order to show good will and to take responsibility for what they can. Like stated before, if their responsibility leads to Lammhult developing to a more dynamic, energetic and enjoyable community – the enterprises will also benefit and find more
people willing to work at their businesses. If they also settle down in Lammhult – the businesses can also have them for a longer time which in the long run is cheaper then having to hire new personal.

5.4 Corporate social responsibility
All the business leaders are aware of the term Corporate Social Responsibility and what it stands for. Steelform and Ackurat have not implemented any official policies or guidelines related to the term CSR and have not talked about it much in the companies. Lammhults is currently discussing how to introduce CSR in to their business idea. Today corporate social responsibilities have a great impact on companies, and the question is not if they should take on a social responsibility – it is how they can do it in the best way possible (Borglund, De Geer and Hallvarsson, 2008). Even if some of the respondents do not use the term CSR they have an environmental policy and a code of conduct that describes how to work with dignity and respect which they also demand from their suppliers. Like for example no child labor, that safety equipment is used correctly and pollution control. The CEO from Steelform tells us that their owner Inwido AB have the goal to increase peoples well-being by giving them the right light and air through their windows and doors which could be considered CSR direct implemented in the business idea. Borglund, De Geer and Hallvarsson (2008) argues that all the different expectations companies have, such as shareholder returns, work for the employees, produce good products and in the same time think of the environment and the social effects of the business, can be related to the term license to operate. This is something the companies can achieve and get from informal actors in society when they do well in the different aspects described above. In our case study of Lammhult we feel that all companies we have interviewed take on a social responsibility, regardless if they call it CSR or not. If the local citizens of Lammhult approve the companies’ efforts and have given them any informal “license to operate” is hard to say because we have never interviewed any local inhabitants. The closest we get to find an answer to that question is when we have asked the companies about general social responsibility in the community. In that case they have all highlighted that all companies take responsibility, and that all companies seems to be respected inside the community. Many of our respondents also
have forms of “code of conducts” which also if one-way of implementing CSR into the business.

Ms Hultstein, the owner of AHAB, has no CSR policy and says that her company is so small that it is not possible to have. In general she feels that Swedish companies always think of the money and not pay to much attention at the human capital. For the future she is optimistic because this kind of engagement about CSR is something that people, mostly employees, value highly today.

Svenssons are very interested in the term CSR and says that it hopefully can be relevant in the future, and if they do introduce CSR in to the business idea –they want to get involved with something that the company can relate to. Ms Blom Nielsen thinks that the content is more important than the image and want to really be sure about the best way to introduce CSR into Svenssons.

Lammhults is like stated before currently discussing how to introduce CSR into the business idea. They are working with different projects in order to find out the best way to get the company to work with social responsibility. They have a code of conduct and also demand that their subcontractors use the right methods, no child labor, and safety equipment. The company is listed which also gives the company a sort of pressure from the stockholders to perform accordingly to the norms and social rules of the society.

But why do our respondents feel the need to use CSR? Brytting and Egels (2004) explain that companies have a need to take care of their relationship between the company and society. By taking any form of responsibility, the company strengthens the relationship. They also explain that the companies want to have a good relationship with their stakeholders. In the case of family owned or private owned companies this might be less important. But for those who are owned by bigger companies and are listed, it is very important to have a good relationship with the stakeholders. To have them on your side and not against you. Otherwise these companies will have to focus on internal problems in order to get the stakeholders happy again which is time-consuming. Brytting and Egels (2004) also say that companies take the stakeholders demands into account because they feel it is
something that they must do because the stakeholders have power, not always something they want to do. Our respondents have not given any answers or notions that could confirm that line of reasoning. For them it seems to be important to take responsibility when you have the power to do so, not because you feel pressure.

All of our respondents and their companies support local sport clubs, social gatherings and community projects. They do no have any written documents that they have to do these things. No rules, no guidelines or pressure of doing so. They contribute socially to these activities because they can, and have a will, to make Lammhult a better place that is more dynamic and enjoyable for the inhabitants. The companies in large scale also employ the very same inhabitants. So their support and sponsorship with time and money is a perfect example of CSR even do they might not have written or made any rules about it. Although, Blombäck and Wigren (2009) argues that CSR might be something that the companies do in order to look good in the eyes of the public, get a good image and earn goodwill –that there might be economic reasons as well behind their CSR model. Because when they take a social responsibility you usually gain respect, and that could lead to for example, bigger sales. Our respondents have stated that respect is something good they get when they have helped out in the community, but have never been the goal with their contributions. They have also stated that there has never been any pressure from the society to have to take responsibility. Blombäck and Wigren (2009) might not be wrong about economic reasons as an underlying motive in the companies’ idea of CSR. In the case of our respondents, this could be explained as them having a will to get people to move to Lammhult, or stay there, in order to one day be willing to work at the companies.

5.5 Respect in the local community

The respect towards the businesses in Lammhult have always been good and appreciated because the companies have always give a lot to the community. To gain respect from the community, and therefore contribute with sponsorships or time, has never been the case for the enterprises. Although they feel it is nice if the community appreciates it and if it gives them respect – it is a positive consequence they welcome. And if people have a good image of the companies, a positive effect could be that it is easier to employ them, and find the right competence. To be able to take on a
responsibility there must be a will to change something. There must be something the companies’ feel they can contribute with, which is a form of external motivation factor as explained by Hedegaard Hein (2012). The will to take on a social responsibility might be internal and come from within the human or humans inside the company – but the feeling of responsibility is a pure external motivational factor that has a goal to give satisfaction or to solve a problem. Winter and May (2001) and Braithwaite (1989) also argues that social motives have the goal of finding approval and respect from others that the individual or business interacts with. This means that the companies have the need of respect, esteem and social acceptance, and it includes employees, family, friends, other businesses – and the local community. The need of respect is there, independent of which kind of company form, or how many employees you have. So even if our respondents do not say that respect is the main goal with them taking responsibility or contributing, it is an important result or consequence that derives from their actions. It seems to be an unconscious motivational factor more then a goal from a hidden agenda.

The companies are not afraid of losing respect in the local community if they do not support or take on a social responsibility for the community. They also state that they do not feel any pressure from the local community to have to contribute socially. Dunning (2012) argues that social pressure from other people is also considered a factor to why people do certain things. Everyday social pressure can make people form their acts in matters to perform accordingly after the norms and opinions that other people in their environment feel are right. People choose to act and form their agenda after the pressure from the local environment because they identify themselves with the people in the local environment. Our respondents do take responsibility and contribute in different ways, but say that they have never felt any pressure from the inhabitants for doing so. It is more a will, or a pressure from themselves to take action, they argue.

According to Ms Hultstein, all companies in Lammhult who contribute with something, economically or time wise, does it because they can, and want to do it, without any hidden agenda. And she believes that if a company does not help out –it is because they have a good reason for not doing so. Mr Fagerberg from Ackurat has the same opinion and do not think bad image of a company or fear to loose respect
exists in Lammhult because everyone who helps out, do it because they really want to contribute to the development of the local community. Maslow’s (1943) forth level of needs explains that everyone has a need to feel respect from others. Even if the companies say that they are not afraid that anybody would feel bad if they did not contribute – there is still a need for them to feel respected in the community. So even if they do not contribute specifically in a search for respect from others – it is still important that they get the respect. Maslow’s (1943) fifth level of needs could also explain why the entrepreneurs and enterprises take a social responsibility. To be able to reach self-actualization they have to look outside their own situation and look at the bigger picture. To contribute via Möbelriket AB, or as an individual, is rather unselfish, and an action to make the bigger picture, the community, better. So if the fourth level of needs explain why the business needs respect and are kind of selfish, the fifth level explains that there is also a need of unselfish acts. Although the unselfishness comes first after the need of respect in Maslow’s hierarchy of needs. This could be understood as the companies need respect first, and when they have it, they can look at the community and take on a social responsibility. This is kind of contradicted because the respect comes from taking a responsibility – by being unselfish. So Maslow’s (1943) hierarchy of needs might not explain this behaviour perfectly.

Of course all of the respondents are aware of the overall suspicions that can be discussed from people when businesses do something. The connection between contributions and investments will always exist there. “Why are they doing it?” “Is it only to earn money?” These are questions that have always been discussed in all societies. And in a small community as Lammhult, where everybody knows each other, with only a few clubs and organizations to sponsor, people are aware of who are doing what and who are not doing something. There is always a risk for some dirt talk or evil eyes if a company does not help out where other companies do help out. The fact to be liked by others and accepted – to gain respect Leary and Batts Allen (2011) also argues for could be a factor of why the enterprises choose to take on a responsibility. If they get respect, they will be a member of the local environment and appreciated. The authors mean that it might be a hidden agenda with the enterprises taken a social responsibility. In our case, the data from the interviews show that our respondents do not think of respect, social contributions and social responsibility like
this. They do it because they can, and want to make the local community a better place. An unselfish act they do because they have the power to do so. Leary and Batts Allen (2011) also states that sometimes people do favours just because they want to be nice, which would be the closest answer to the results from our respondents. Although, it is not possible to oversee the importance that respect brings with it, either if it is a result of the social responsibility taken—or a goal with it.
6. Results

“What is the motivation behind taking on a social responsibility in the local community?”

Out from our problem formulation that is stated above, we have through interviews that satisfies the demands and rules for a bachelor’s thesis in management science, found factors that can explain the motivation behind the entrepreneurs and enterprises taking on a social responsibility. We have analysed our findings through five different categories; local community, social contributions, social responsibility, corporate social responsibility and respect in the local community. Let's look at each category for itself and later we will summarize the results into a conclusion.

6.1 Local Community

The relationship to the local community could be explained as important for all of our respondents. There might be a coincidence that they are situated in Lammhult from the beginning – but they all feel that the local community and its inhabitants are important.

The primary motivation for the companies to try to get Lammhult more dynamic, energetic and enjoyable for everyone is to make the customers satisfied when they visit, and that the inhabitants – that in some cases work at their businesses, are happy. Leary and Batts Allen (2010) have the idea that being liked by others and appreciated makes it easier to get accepted and supported by others in the environment. By caring for the local community – the enterprises get an easier ride forward, and also respect from the community. Being appreciated and liked should be considered a motive for wanting to have a good relationship to the local community.

Our data collected shows a great interest in developing Lammhult, but we do not think it is a form of community entrepreneurship. It seems that it is more a form of commercial entrepreneurship with a strong interest in the local community and its development.
The need of esteem, to have self-respect and to feel respect from others that Maslow (1943) explains is important. This might explain why the enterprises feel strong for the local community. It is possible that there is a need to feel valued and appreciated in the local community, which could affect the way the enterprises operate in the community. If there is a hidden agenda with their engagement for the local community is hard to tell –but we can conclude that being liked and respected in the local community is better than the opposite. So, some motivation about having a good relationship to the local community should be considered having its origin in that aspect.

Internal motivational factors that Hedegaard Hein (2012) argues for, might explain two of our respondents’ motivation behind the relationship to the local community. Being raised and born in Lammhult gives you a more personal agenda and you are shaped more by society, norms, values and cultural aspects.

6.2 Social contributions

It is an unselfish act to contribute with time or money to projects and sponsorships, which also can be related to the fifth level of needs by Maslow (1943). He argues that we have a need to look at the external, in this case outside the company, and try to help to make the society a better place. There is a will and responsibility to do so Maslow (1943) says, and this argument might help explain our respondents’ motives behind their social contributions. They contribute because they feel they have to, that it is their responsibility to do so. There seem to be no pressure from the local inhabitants for the companies to make social contributions. The pressure seems to be internal, coming from the businesses themselves. Hedegaard Hein’s (2012) theory of internal development shaped by norms and values seems to be shared by all of our respondents. So there is a pressure – but it is internal and not external. That means that Dunning’s (2012) theory of pressure from the local environment, as a factor of motivation, should not be considered applicable in our case study.

Leary and Batts Allen’s (2011) theory of being liked and appreciated could explain some of the motivation behind the social contributions as well. It creates good will when you are unselfish and contribute to the community. This can give you as an
entrepreneur or enterprise respect and support from the community, which could be important in various ways for the company.

6.3 Social Responsibility
Hedegaard Hein (2012) argues that the philosophy behind the companies’ taking on a responsibility has to do with external motivational factors. These are factors that are decided outside the individuals’ own control. The individual is able to react to the external motivational factors, but cannot control them. This is not applicable to our case study since our respondents are involved in both personal, but also shared social and economic projects like Industriklubben and Möbelriket AB. They do not try to react to what has happen, like the external motivational factors say. They try to shape the future together for the Lammhult area, which is more of an initiative for change then a pure reaction.

The biggest motivational factor behind our respondents need to take on a social responsibility is that they want to make Lammhult more enjoyable and dynamic for the employees and the inhabitants. If they are happy, they stay in the local community. If people choose to stay in Lammhult, there is competence and labour power available for the local businesses to a better price, then if they have to search for it elsewhere. So there is also an economic motive behind their social responsibly.

Blombäck and Wigren (2009) argue that social responsibility goes beyond the core activities of the business, and include activities that contributes to the greater good for the whole society. This is shared by all of our respondents that also mean that they feel a need as business leaders to take on a social responsibility. They have always done it, so history, and with that context, should also be considered a motive behind them taking on a social responsibility.

6.4 Corporate Social responsibility
Not all of the respondents use the term CSR, although most of them have an environmental policy and a code of conduct that describes how to work with dignity and respect.
No answers has been given about Brytting and Egels (2004) theory about that stakeholders has the power to demand and put pressure on the companies to act certain ways. It seems to be more important to take on a responsibility because you have the power to do so. Maslow’s (1943) fifth need of self-actualization could describe the motive here. The companies want to make the society and environment better for all – an unselfish motive.

Blombäck and Wigren (2009) argues that CSR might be something that the companies do in order to look good in the eyes of the public, get a good image and earn goodwill. The authors mean that there might be economic reasons as well behind the companies CSR model. If people choose to move to, or stay in Lammhult, there is an economic benefit for all companies. There will be employable people and competence to choose from. Our companies have stated that goodwill and a good image is more of a positive consequence out from their social responsibility then a goal. So, a good image and goodwill should be considered not to be a motive – rather a quality stamp that explains the responsibility you have taken as a business is appreciated.

6.5 Respect in the local community
Respect seems to be important for all of our companies. It might not be the primarily motivational factor, but it is a result that comes from many of the different theories explaining motivation.

Winter and May (2001) and Braithwaite (1989) also argues that social motives have the goal of finding approval and respect from others that the individual or business interacts with. This means that the companies have a need of respect, esteem and social acceptance. It includes employees, family, friends, other business – and the local community. The need of respect is there, regardless of which kind of company form, or how many employees you have. So even if our respondents do not say that respect is the main goal with them taking responsibility or contributing, it is an important result or consequence that derives from their actions. So respect in the eyes of others and the community should be considered a motivational factor. Although,
respect does not have to be anything bad, it is more a result of the responsibility and contributions that you as a business have taken on. If you would get no respect, it could be understood as you either do not take social responsibility, or you do it incorrectly.

6.6 Conclusion
The motivation behind our respondents taking on a social responsibility in the local community could be explained by the following factors:

- **Appreciation**: They want to feel appreciated and liked by others in the local community.
- **Respect**: A will to feel respected by all stakeholders in the community. Respect, like appreciation, is a result that comes from the fact that the contributions and social responsibility you take on is something the community welcomes and are grateful for.
- **Internal motivation factors**: Coming from the local community shapes you and gives you a more personal agenda with your need for taking on a social responsibility.
- **Context**: The environment and its history have shaped our respondents in their will to take on a social responsibility. If there would be no “Lammhult spirit”, and instead a history of entrepreneurs and enterprises not taking a social responsibility for the local community, our findings might have turned out differently. There has always been a tight relationship between the community and the businesses, and our understanding is that this is something they value highly.
- **Economical factors**: By taking on a social responsibility our respondents have the goal to make Lammhult more enjoyable and dynamic in order to hopefully get people to move, or at least, stay there. It would secure employable people and competence in the region. It is cheaper to gather employees and competence locally then have to look at for example Växjö.

These are the primarily motivational factors we found during our case study. We do not say that they are equally important, or that their importance does not differ
between our respondents. But they were all mentioned, or analysed out from the interviews with help from the theory this thesis is build upon.

All of our respondents are unique, with different businesses regarding size, history, origin, owner-structures, different industries and do not directly compete with each other. We would, even though they were selected out from a convenience sample, like to generalize the results behind their motivation for taking on a social responsibility, to apply for the whole Lammhult community.

To generalize the results to different communities is hard to do because of the importance of the context and its history. This might differ a lot between communities.
7. Further Research

First of all there would be interesting to do a similar case study about motivation and social responsibility in a different community. Lammhult had a pretty strong and well-known business climate that is very close connected to the furniture industry. A case study in a different community and different context would have the possibility to further strengthen our conclusion, or show results that is far from the ones we have found. Are the Lammhult case study’s’ results unique or just one out of many?

We are very well aware about that motivation can be different when asking different people. What are important in Lammhult might not be the same motivational factors in another community.

Most of the theory used for the analysis is modern although we have chosen to use Maslow’s hierarchy of needs that is dated back to 1943. The pyramid and its levels are very fundamental, and according to us, useful still today. But some might feel different and mean that motivation and self-actualization means different today then it was when the hierarchy of needs were written. So further research could try to use a newer model to explain current motivation behind taking on a social responsibility.

We have not given any thought to if the motivation is different if looking at a genus perspective. It would be possible to conduct a similar case study and look at differences between men and women’s motivation behind taking on a social responsibility.
8. Our own reflections

After conducting our case study we feel that we have learned a lot of how to carry out a qualitative research study. It has been both interesting and a great experience. If we look back and think of things we could have done differently we would probably used another method for selecting the respondents. Now we where lucky that they did not compete with each other, that they all were different in size and with different origins. We could have ended up with three furniture resellers that could have made the results partial and questionable. Next time there are better ways of making the selection of respondents to get a more widening variation. Now we used the convenience sample method because it was best suited for us according to the time and abilities we had at the moment.

Since we did not have great experience of interviewing people, we should have made more pilot interviews before we went out to the respondents. Although we are satisfied with the data collected from the interviews, and also with the respondent validations that our interviewees have made. The fact that they gave us feedback and comments about their part in the empirics’ chapter made our data trustworthy and according to us strengthens the quality. We could have made transcriptions but it would have been to time consuming. The interviews are available although in their original recordings for those who want to listen to them.

We are aware of that there might be some absence of theory about previous research in the field of social responsibility. The ones we found had strong connections to economical motivation and we wanted to go beyond those and more or less only look at the social motivation. Although, we now understand that these two are very close related to each other.

The theory used, and that is described in the reference list, we feel has been sufficient for us to be able to interpret with our findings and to make a conclusion.

We are happy and proud over this thesis and feel, even though this is our first major thesis we write, that the work and effort we have put down in the end is presented in a professional and scientifically satisfied way.
9. References


10. Appendices

Appendix 1 - Interview Guide Used for the interviews

The text in bold is the areas we wanted to cover. The text underneath the bold text is examples of common follow-up questions we made out from the respondents answers.

1. **Background**
   - Explain a little behind your self and the company’s history?

2. **Local Community**
   - Is the local community important for you and the company? Explain? How? Why?

3. **Social Contributions**
   - Do you as a company do anything to support or sponsor the local community or the local activities? How? Why? Are there any economic motives behind the contribution?

4. **Social Responsibility**
   - Do you as a company take any social responsibility in the local community? How? Why? Have you always done that? Is it your responsibility to do so? What are the three most important factors for you as a company to take on a social responsibility for the local community*

5. **Corporate social responsibility**

6. **Respect in the local community**
   - Is it important with respect from the inhabitants or the other businesses in the local community? How? Why? Are your actions a search for respect and appreciation?

* Asked to all respondents
Appendix 2 – Respondent validation

This is the response we got from the respondents in the case study when we sent them their contributions to the empirics chapters. All feedback has been dealt with and inserted to the empirics.

1. Fredric Fagerberg, CEO Ackurat Industriplast AB

Tjena!

Ser bra ut.

En sak som jag kanske var otydlig med var att antalet arbetare dagtid var + 800 st. Alltså att det pendlade in 800 pers mer än vad det pendlade ut för att arbeta varje dag. Hade alltså inget med invånarantalet att göra.

En lite sak, jag stavar mitt namn med c i slutet!

Lycka till, och skicka mig gärna uppsatsen när den är klar!

Med vänlig hälsning/Best regards

Fredric Fagerberg
VD/Managing Director
Ackurat Industriplast AB
Direct: +46 (0)472-26 93 17
Mobil: +46 (0)708-29 38 99
fredric.fagerberg@ackurat.se

ACKURAT INDUSTRIPLAST AB
Värnamovägen 42
SE-360 30 LAMMHULT
SWEDEN
Tel +46 (0) 472-26 93 00
Fax +46 (0)472-26 93 10
2. Anna Hultstein, CEO and owner AHAB Promotion AB

Hej

I stycket:

She gives an example of a big Lammhult enterprise who have many times in the history let the employees earn less during bad conjunctions rather than making some people unemployed. Unemployment could cost Lammhult more money then if people choose to move away. They care and take responsibility for one and another. She likes to call this the “Lammhult spirit”. There is no big competition between businesses in Lammhult. If somebody needs help another business quite willingly helps out. Togetherness and united corporate social responsibility among the different stakeholders in Lammhult is something that she values with the community. She thinks the commitment might be so big because Lammhult is too far a distance from Växjö, which makes the community important for everybody.


Annars är det OK.

Hoppas på att få ta del av hela ert arbete när ni är klara.

/Anna
3. Caroline Blom Nielsen, CEO Svenssons Möbler AB

Hej,

Först måste jag säga vad mycket det blev av vår intervju! Kul....

Jag har bara en liten, liten petitess som jag vill ändra o det är antalet anställda i lht som i något sammanhang angavs t 20% och bör sättas t 10-15% då det är mindre o varierar. Ändrar ni det så är övrigt återgivande godkänt fr mig.

Skicka gärna slutuppsatsen o lycka till m slutfasen o oppositionen!

Mvh

Caroline Blom Nielsen