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Narratives of change in Norsk Gjenvinning: A journey
towards sustainable waste management

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Introduction

There is a lot going on behind closed doors within organizations. Even though there are laws and regulations that organizations are required to follow, there are some organizations that are located in the grey area, touching upon issues that can be seen as morally and ethically incorrect. But where does the border go? Norsk Gjenvinning suffered from a similar situation where the border was pushed too far, which resulted in the employees becoming morally neutralized when the incorrect conditions became the routines. However, the company experienced a turnaround in 2011. In order to change the environment one can wonder if the changes are implemented in the whole organization or if it is just been issued in the upper layer. This topic needs to be conducted because it emphasizes the issues organizations can face without an increased focus of morality and ethic within business settings. Now, seven years later, it will be interesting to identify and investigate how the employees perceived the situation as it was in the past, how the conditions are now at the present, and how they picture the future based on their experience from the past.

“Coming together is a beginning; Keeping together is progress; Working together is success” - Henry Ford -

1.1 The Norwegian waste management industry

According to Serafeim & Gombos (2015) the total amount of produced waste in Norway was estimated to 9,8 millions tons of commercial/industrial waste, resulting in 77% of all waste collected in 2011. The industry is constantly changing because of new technology, environmental education and regulations set by the Norwegian government or European Union (hereby EU). “The central government authorities set the general framework, leaving municipalities and industry with a relatively high degree of discretion to design local collection and treatment solutions. The authorities have put in place a number of instruments (e.g. legislation, taxes, economic incentives) targeted at the municipalities, business and industry” (Serafeim, & Gombos, 2015, p. 3). For instant, by July 1 2009, it was illegal to use landfilling of biodegradable. EU drives towards a more environmental friendly society, and focus more on recycling, recovery and re-use.

They implemented different requirements, were households had to collect and recycle 50% of paper plastics, metals and glass by 2015, and 70%, material recovery from the building industry by 2020.

The hazardous waste sector in Norway was considered by significant risks because of the way the waste was treated since it may cause serious pollution, resulting in injury of individuals and animals. The Norwegian Environmental Agency's stated that Norway constantly increased their total amount of hazardous waste since 2003, and almost 6% of the waste in 2011 was using unknown methods that could have included illegal processes (Serafeim, & Gombos, 2015). There are several sides of this industry that can be viewed as obstacles for the development of this industry. The first one is the controlling of the sector, and the fact that there is not one unit responsible for the regulations, but several, which makes it complex, and possible for organizations to push the boundaries, and use illegal processes. The other one is the change within the industry structure, and that the focus of waste has change. Erik Osmundsen, CEO of Norsk Gjenvinning, states that "a lot of regulation that has been made (by EU and Norway) for a time when waste simply was a problem, but today waste is resource that needs to be traded and sold to the best user of raw materials globally. Regulations are adapted to landfilling waste, not to sell plastic as a raw material to buyer in another country" (Serafeim, & Gombos, 2015, p. 4.).

1.2 Company presentation

Norsk Gjenvinning (hereby NG) was founded by Adolf Jahr in 1926, in Oslo, Norway. It started with a small junkyard which several decades later ended up as an organization focusing on various types of waste and had 16 recycle plants, and expanded its business to include bioenergy by 1996. After 73 years (in 1999), the family decided to sell the organization to a French company with international subsidiaries involved in waste and water management, and energy services, named Veolia Environmental Services. Veolia sold NG to Altor Fund III in 2011, a private equity group consisting of four separate funds. They intended an improvement of the organization in economic, strategic, and ethical terms to make it more attractive for future owners (Serafeim, & Gombos, 2015).

NG is the largest waste management organization in Norway with approximately 25% of the market share, and the organization boasted over double

the revenue compared to Retura, which is the next-largest competitor (Serafeim, & Gombos, 2015. Appendix 1). In 2011 the organization made some changes and recruited new owners with the intention to make a turnaround in the organization because of the internal problems. NG has faced a lot of ethical challenges regarding corruption, bribery and other issues that often are linked to organized crime. The new direction resulted in new vision and values that captured who they are and what they stand for, and their ambition was to be 100% clean.

Individuals produce a lot of waste, both natural and hazardous, and this brings several problems into light. The problem around corruption, organized crime, and work with hazardous waste within NG was a problem for the whole waste business, not only within NG. However, NG (Altor and Osmundsen) was the one who initiated it and took a stand. Since NG has a large market share, they need to set the “standard” for the industry. The organization therefore made the decision to come clean, and to do the process wide open, both to inform about their knowledge about the problem, and to put pressure on the rest of the market. When Erik Osmundsen realized the big issues within NG, he wanted to solve the problem by work his way through one group at a time trying to get a hold of the problem, and inform those involved. He created a new direction, mission, vision and code of conduct, and threatened the employees about how certain behavior will not be tolerated anymore. Some were angry about the changes within the organization, while other were happy and relieved that they no longer had live with the guilt of acting in a not morally way (Serafeim, & Gombos, 2015).

Currently, in December 2017, Summa Equity Fund I entered into an agreement to purchase NG from Altor Fund III, and the transaction is expected to be approved by the Government in the end of the first quarter of 2018 (Wilsgaard, 2017).

Theoretical background

2.1 Introduction to theory

EU pushes towards a more environmental friendly society, and focuses more on recycling, recovery and re-use. The general perception worldwide is to provide a more sustainable environment, by following the changes. Narrative of

change, or transformative changes, can broadly be defined as a set of ideas, metaphors, ideas, concepts, or story lines about innovation and change (Wittmayer, Backhaus, Avelino, Pel, Strasser, & Kunze, 2015). In other words, how social innovation initiatives engage with their transformative ambitions. This concept focus on why changes occur, who in the organization who has the power to make the changes, and how these transformations can be accomplished.

2.2 Theory

This master thesis is within the field of sustainability, ethics and change. This is a topic that is highly up to date and extremely relevant for the future. There are numbers of theorists that support this subject of matter, and many articles have been written.

This study is using an organizational storytelling to identify and understand the relationship between narrative and organizational change. The interviews will focus on evoking narrative accounts that the organization has undergone, and tell stories about issues that are important to them. The main purpose is to encourage the employees to outline the transformation from the past, today, and the expectations for the years to come. The aim of this study is to investigate NG's journey towards sustainable waste management. A qualitative approach will be used during this thesis by applying the Ground Theory as a framework. "Grounded theory is qualitative research method that seeks to develop theory that is grounded in data systematically gathered and analyzed" (Myers, 2009, p. 106). "Grounded theory is usually referred to as taking inductive approach, although, it may be more appropriate to think of it as abductive, moving between inductive and deductive" (Subbasy 2006, cited in Saunders, Lewis, & Thornhill, 2016, p. 193). Furthermore, grounded theory suggests that there is a continuous interplay between data collection and analysis, which in other words involves that grounded theory is generating theory and doing social research at the same time (Strauss, & Corbin, 1994). Grounded theory is similar to other qualitative research methods, as you can obtain sources of data through interviews. The theory desires to investigate the social science, and by doing so, understand human behavior (Strauss, & Corbin, 1994). The purpose of grounded theory is to "develop new concepts and theories of business-related phenomena, where these concepts and theories are firmly grounded in qualitative data"

(Myers, 2009, p. 107), which is the main goal with conducting and analyzing the planned interviews of the employees within NG. This qualitative research method is process of collecting, coding, analyzing, and presenting data, which is suppose to generate theory.

Grounded theory suggests that one should constantly compare and contrast qualitative data in order to search for similarities and differences. This study desires to use this as a strategy to explore new patterns on existing theory through storytelling based on Ricour's three operations. Ricour (1984, cited in Rhodes, Pullen, & Clegg, 2009) theorizes these three operations of past, present, and future as prefiguration, configuration, and refiguration. The three operations combine elements of experience into a narrative to make the story more meaningful and sensible.

What Rhodes and colleagues (2009) hoped to determine was how the employees have interpreted the situation, and their perception of it. They wanted to make an attempt to make meaningful connections between past, present, and future events (Kvalnes, 2017). Therefore, the researchers performed a narrative investigation, asking the employees to tell a story from their point of view. Interestingly, the researchers found that there are different ways and effects to tell a story (Rhodes, & Pullen, 2009, cited in Rhodes et. al., 2009), and if there is a dominant, shared story going around, this might have an "effect of limiting other possible meanings, and hence other possible actions" (Rhodes, Pullen, & Clegg, 2009, p. 547).

Moreover, the main goal of this study is to investigate if there is a red line between the different stories, and if these stories match each other, and then accomplish to receive a holistic picture of the situation. As mentioned earlier, NG has gone through several ethical issues that can be linked to organizational crime, i.e. ethical challenges regarding corruption, bribery. Based on this, one can argue that the organization has been through fallibility. According to Kvalnes (2017, p. xiii) fallibility is "the tendency to make mistakes and errors, in the shape of small or large slips, mishaps, and blunders. Some of them can lead to serious harm, while others can create breakthroughs in experimental processes".

"Moral fallibility is the name we can use for the phenomenon of acting contrary to one's moral convictions and beliefs" (Kvalnes, 2017, p. 131). On a

personal level, individuals may behave morally wrong i.e. of weakness of will, and on a organizational level, leaders or employees take decisions or act in a way that the followers may view as morally acceptable or right. On one hand, this can result in individuals, or in this case, employees go against their moral convictions, and are morally fallible. On the other hand, a universal assumption within the field of moral psychology, when individuals meet alternatives that conflict with personal moral beliefs, they tend to reject them unless they are able to convince themselves that those alternatives are morally acceptable, after all (Bandura, Barbaranelli, Caprara, & Pastorelli, 1996; Kvalnes, 2017). After a while when the performance become a habit, were the moral point of view slowly starts to fade.

According to Sykes and Matza (1957), this can be seen in accordance with moral neutralization. This is initially an experience from moral dissonance, which is a concept that “describes a situation where a person has the option to act against his moral commitments and convictions” (Kvalnes, 2015, p. 79). Individuals have a problem making moral judgments in particular situations where they generally have to compare whether the situation is morally right and wrong. Individuals “seek coherence between the moral beliefs about the particular situation and the general moral beliefs we have about how one ought to behave in such situations” (Kvalnes, 2015, p. 79). Further, moral dissonance is seen as a process that gives acceptance through a process of moral neutralization, which is when individuals continue to do the immoral actions, and therefore normalizes the behavior, until it does not have a need for neutralization. The concept “identified five categories of techniques used by offenders to neutralize and deny the wrongness of their actions; denial of responsibility, denial of injury, denial of victim, condemnation of condemners, and appeal to higher loyalties” (Kvalnes, 2015, p. 78).

An internal investigation revealed that the organization employees paid cash for hauls of mixed metals often without reporting the transactions and they mixed hazardous chemicals with non-hazardous waste since the costs were lower, in addition to thefts. After interviewing the employees, one of the most complex tasks for the organization was to change the common routines (Kvalnes, 2017). They found that several of the employees did not consider the behavior as morally problematic because everyone else was doing the same, it become a routine, and the individuals did not benefit for it financially. Further, the employees found it hard to understand why the practice should change when it gave the organization a

considerable profit. The employees appear to be blind regarding their performance, and blind to their blindness (Kvalnes, 2017).

The fact that the organization did illegal actions can be viewed as moral neutralization since the employees of NG accepted it (moral fallibility). One can argue that this is evidence for moral misbehavior, since it resulted in environmental harm and unethical behavior. The internal investigation revealed that the employees failed the actions as morally problematic, and gave different reasons for their behavior. The arguments can be placed under the five categories of techniques; the first argument ‘everyone else in the industry was doing it’ can be placed under the heading of denial of responsibilities, since it is a general procedure to do something that appears to place this beyond decision-making and responsibility. Secondly, ‘they were only following orders from the bosses’ may also be viewed as denial of responsibilities, however, the employees is now pushing the responsibility over to the bosses instead. Thirdly, ‘it gave the company a considerable profit’ is an illustration of appeal to higher loyalties since they view the organization’s interest as more important compared to the environmental interest. One can also argue that this is in the category of organizational misbehavior considering the benefits the organization (Umphress et al., 2010; Vardi & Weitz, 2016), which is commonly performed by the employees who are willing to break the law to protect the organization's interest (i.e. the employees strongly identifies themselves with their organization). Furthermore, this study needs further research to receive a holistic picture to identify to what extent the moral neutralization has occurred and lead to unethical, habitual behavior within the employees work processes (Serafeim, & Gombos, 2015; Kvalnes, 2017).

Each and every individual use and discard enormous amounts of the all the treasures the world offers. The world’s population has grown over the past years, and, historically, when there were fewer individuals, natural resources were seen as endless and indestructible. However, during the last decade individuals have also created materials and chemicals that do not naturally exist (Meyer, Kurovski, & Clapham, 2014). “Much more harm in the world is caused by businesses is due to violation of laws or ethical norms, rather than by absence of business philanthropy” (Windsor, 2016, p. 146), and therefore, it is important to be concerned with a moral leadership and corporate social responsibility. As quoted

by Franco Bernabé (Windsor, 2016, p. 146) “leadership is fundamentally about humanity. It is about morality. Your primary job as a leader is to see what is good for your organization and what is good for the people who work for you, and to create something for the well-being of your fellow citizens”. Because of this, NG and the CEO Erik Osmundsen has incorporated several programs, concepts and rules (i.e. transparency international) to eliminate corruption, and improve compliance. Corporate Social Responsibility has been integrated as a highly important and necessary responsibility within all organizations due to its importance “to assess and take responsibility for the company's effects on environmental and social wellbeing. The term generally applies to efforts that go beyond what may be required by regulators or environmental protection groups” (Investopedia, 2018a).

After NG changed the owners in 2011, Altor and Osmundsen immediately started to guide the organization into compliance. The CEO designed a Chief Compliance Officer (CCO), which is responsible for the compliance program (i.e. controlling all the partners outside the Nordic region, anti-corruption, code of conduct, anti-competitive behavior), and focus on the consequences of breaking these standardizations. NG has an ambition to be the recycling industry's leading player in compliance and sustainable business development (Norsk Gjenvinning, 2018a). In addition to this, the organization has always their eyes open for new sustainable programs and concepts to follow and use as a guide. Since January 2018, the organization has participated in the UN's Global Concept, a responsible business program, covered by ten principles, that strives to operate in ways that, at a minimum, meet fundamental responsibilities in the areas of human rights, labor, environment and anti-corruption (Norsk Gjenvinning, 2018b).

Furthermore, this study is going to use the triple bottom line as an accounting framework to measure the sustainability, i.e. financial, social and environmental performance. Investopedia (2018b) describes Elkington's triple bottom line as the intention to advance the goal of sustainability in business practices, in which the focus of organizations is extended beyond profits to include social and environmental issues to measure the total cost of doing business.

Methodology

3.1 Introduction to research question

The first step of a research project is to formulate and clarify the research topic. It is important to clearly define the purpose of the study prior to the formulation of the research question, and make sure that the research questions are being answered in accordance with the purpose of the study (Saunders et. al., 2015). The research questions together provide answers to the problem definition to achieve the aim of the research (Gripsrud, & Silkoset, 2010).

As discussed earlier, our goal is to encourage to storytelling from the employees at NG and, compare and investigate their perception of the situation within the organization. In other words, receive stories from the past, the present, and the future (what they think the future will bring). Furthermore, the purpose is to reveal and determine underlying feelings, views, and behaviors on the transformation of NG, and their handling of the situation. We are curious to find out if the employees were aware of the transformation, and if the stories are consistent with each other, and if we can find a red line throughout the stories. In addition to investigate whether the employees truly believe that the rapid changes the organization has applied, are leading them towards a sustainable waste management with a good reputation. It is also interesting to determine if they have the same vision, mission, and code of conduct, or if there are uncertainty among the employees on what the management expect from them.

3.1.1 Research question

Accordingly, the aim of our study is to investigate the following questions:

To what extent are the narratives of change in Norsk Gjenvinning?

To what extent are the narratives of change in Norsk Gjenvinning consistent and pervasive throughout the organization?

To what extent are the narratives of change in Norsk Gjenvinning: (I) Optimistic and indicative of a belief that there is a real scope of action for sustainable waste management? (II) Oriented towards identity and values, or towards reputational and economic gain? (III) Indicative of triple bottom line attitudes?

(IV) What are the main ethical dilemmas and challenges facing NG in reaching their goal of becoming a sustainable and clean waste management company?

3.2 Introduction to Methodology

This part will include the methodological approach used for solving our research questions. To explain and shape the underlying methodology of the thesis, we include both theoretical and methodological frameworks introduced by known researchers. In order to present this part in an orderly way, we used the research onion by Saunders and his colleagues (2016. Appendix 2 - Figure 4.1, p. 124).

3.2.1 Qualitative research

Regarding the research question and whether to choose a qualitative or quantitative research depends on the purpose of the study. According to Bryman and his colleagues (2010), qualitative research is framed to be a more open-ended research strategy compared to quantitative research where the research are closed-ended. Another noteworthy characteristics of qualitative research is how the approach stresses the understanding of the social and cultural world seen through the eyes of the participants. In other words, make conclusions based on the examination of the participants' story.

According to Myers (2009, p. 5), "qualitative researchers contend that it is virtually impossible to understand why someone did something or why something happened in an organization without talking to people about it". Researchers argue that in-depth interviews are the best way to understand the interviewees' reasons, motivation, and actions. The use of a qualitative method is appropriate when there is limited prior knowledge on the subject of matter. The reason for this is that this method provides a flexibility to gain insight and construct theories for the subject one are studying. Furthermore, the use of a qualitative method eases the process of making sense of the subjective and socially constructed meaning on the subject being studied, and is considered as a suitable method to gather and interpret data (Saunders et. al., 2015). A qualitative research composes a specific understanding between the topic of issue and method applied where one can preserve chronological flow and highlight the direct consequences of events. In other words, a qualitative research allows for flexibility around research that has never been conducted before, or is recently new.

Using a qualitative research method is appropriate for our study because we most likely will make conclusions based on the the participants' stories. We will have to gain an insight and understanding of what the employees within NG is trying to convey, and construct a meaning of the outcome.

3.2.2 Abductive approach

In qualitative research one typically choose between three types of theory development approaches: inductive, deductive, and abductive (Saunders et. al., 2015). Inductive approach is when the researcher starts with collecting data, and then generates theory in accordance of the data you have found. Oppositely, a deductive approach is when a research starts with theory, and then develops, by using relevant academic literature and designs a research strategy, to test the theory. When conducting an abductive approach for theory development, one collect “data to explore a phenomenon, identify themes and explain patterns, to generate a new or modify an existing theory which you subsequently test through additional data collection” (Saunders et. al., 2016, p. 145).

This research is guided by an abductive approach as it is trying to explain a pattern of the past, the present, and the future of NG. As mentioned earlier, we use a grounded theory approach where the theory is developed when all the relevant data is collected and analyzed. We will use this strategy as a way of conduct research (Saunders et. al., 2016). Our research can be seen as a unique phenomenon because we explore a new pattern of existing theory based on stories told by the employees of NG, and we end up generating a new theory. In other words, we use an “abductive approach that seeks to gain insights to create new conceptual possibilities which are the examined” (Saunders et. al., 2016, p. 197).

3.2.3 Philosophy of Science

Philosophy of science, or research philosophies as some may refer to it, is a fundamental topic when choosing a direction for collecting data. This is a widely debated field within research, there are, according to Saunders and his colleagues (2016, p. 135) five major philosophies in business and management: positivism, critical realism, interpretivism, postmodernism and pragmatism. According to Saunders and his colleagues the purpose of interpretivist research it to create new, richer understandings and interpretations of social worlds and context. Humans are different, and we must therefore treat them thereafter. We

need to look at NG, and the organization from different perspectives, interviewing several persons from the CEO to “employees on the floor”. The purpose of doing this is to see if the transformation of the organization has been effective throughout the whole organization, and if everyone had the willingness to be a part of this.

3.2.4 Research design

A research design is the overall plan for the whole qualitative research project, where you provide a road map for the thesis (Myers, 2009). When conducting research, the purpose of the research should either be designed to fulfill an exploratory, descriptive, explanatory, or evaluative purpose, or a combination of these (Saunders et. al., 2015). The way in which you ask the research question, is how you can figure out which research design your research is involved with. Given the phrasing of our research questions, where most of them start with “to what extent” and “how”, we conclude, according to Saunders and colleagues (2015), that our thesis takes on a combination of both exploratory and evaluative purpose.

Furthermore, exploratory research is particularly valuable when a researcher wish to clarify his or hers understanding of an issue and assess problems in a new or different perspective. The choice of method is extremely helpful to gain an understanding of the present situations’ how’s and what’s with the intention to understand the employees perception of change. It also has the advantage of being flexible and adaptable to change, and thus allows for continuously change of direction in the research as new data and insights appear (Saunders et. al., 2015). Evaluative research involves conducting a study of a particular situation or a problem in order to find out how well something works. This research design is interested to make a “comparison between events, situations, groups, places, and periods, and allows you to assess performance and compare it” (Saunders et. al., 2015, p. 176).

We consider this choice of method to be highly helpful to gain an understanding of the how the situation was in the past, how it is now, and how it will be in the future. The research for this thesis will be conducted using a single data collection technique, i.e. in-depth interviews where we analyze the answers through a qualitative analytical procedure. This method is called a mono method qualitative approach (Saunders et. al., 2015).

3.2.5 Narrative analysis

A narrative review is part of the qualitative research, where one uses narratives to convince the audience (Weick, 2001, cited in Bryman, Bell, Mills, & Yue, 2010). Instead of performing a research where you can add more to the existing knowledge, a narrative approach generates an understanding of a topic, instead of accumulating it. “A narrative is similar to a process in that they both examine events in a particular context and follow a temporal structure” (Makkonen, Arikka-Stenroos, & Olkkonen, 2012, p. 288).

3.2.6 Purpose of study

We find the topic particular topic interesting, up to date, and relevant for the future. Traditionally, industries have focused on creating basic values, i.e. productions of goods or delivering of services, while abiding by laws and regulations. Today this focus has changed as society has evolved, and sustainability is more important than ever before. The reason for this is the thought of the environment, and what long-term value creation requires. If a organization is not in line with the wider community’s needs and concerns, then it’s value creation cannot be sustained over time. In 2016, the United Nations introduced the Sustainable Development Goals (SDGs), which is 17 different ways of creating a roadmap to transform the world by 2030. Industries and organizations choose themselves which one of them they wish to focus on. The main focus is to build a better world with no one left behind (United Nation, 2017).

Further, as there is a general feeling toward this project, we also have our own opinions why we like and find this project interesting. When NG discovered the conditions within the organizations in 2011, they did a major turnaround to change the internal problems. However, this is now seven years ago, and it has been a process ever since. With that in mind, we wish to see how the conditions are now, to look deeper into the changes of the organizations, and find out if the changes have been implemented among all the employees and the organization in general. Since NG is a big company, it can be difficult to reach out to all the employees. Every year the HR-department sends out an anonymous appraisal, by e-mail, to guide the employees’ thoughts and impressions of their roles within the organization, and the company as a whole. With over 1200 employees is NG (Norsk Gjenvinning, 2017), and the fact that not all the employees have access to

computers or have their own NG e-mail, can be seen as one of the reasons why the total amount of respondents was 76% in 2016, and 79% in 2017. (Mail from HR-Director, NG).

Our assumption is that the remaining percentage of the employees are the ones working in the field, and those are one of the groups of employees we want to tell us the stories of change and organizational ethics within the organization. It would be interesting to see if the interviews are in accordance with the appraisals the HR-management sent out. Although Erik Osmundsen in 2011 reached out to the employees at all levels of the organizations, we do not believe that this has been repeated since then. Therefore, we think that it would be interesting to talk to the top management and how they have pictured the situation today, compared to those working in the field to see if they have the same opinion about the transformation seven years later.

Lastly, as mentioned, during the interviews in 2011 NG found a complex problem, the employees who had partaken in the corruption did not perceive the situation as morally problematic because they were morally neutralized by this practise, and failed to see what was wrong with their routines. Hence, we want to investigate if NG has managed to change the employees' perception of this, and if the employees who were involved have changed their state of mind (Kvalnes, 2017).

3.2.7 Collection of data

Interviews with the employees at NG are the primary source of this data collection since interviews are viewed as the most important technique to gather data in qualitative research (Myers, 2009). A research interview is a purposeful conversation between the interviewer and the interviewee, where the interviewer asks concise and unambiguous questions, and hopefully gathers valid and reliable data that are relevant for answering the problems stated in the research questions in the thesis (Saunders et al., 2016).

In addition to primary data, secondary data can be useful if it affects the topic of research, and are being used as support when complementary sources are needed. In this case, our primary data will be the employees' stories, and the secondary data will be articles, studies, appraisals collected by the HR-department at NG, and internal rewards (i.e. employee of the month, seniority).

3.2.8 Interview guide

The research interview is a general term for numerous of types of interviews and can be conducted in several ways; it can be highly formalized and structured by using standardized questions for each research participant, or be a more informal and unstructured conversation. Structured interviews are based on standardized questions, which is the opposite of unstructured interviews that has a non-directive approach meaning that the interviewee has the opportunity to speak freely without interference from the interviewer. One potential danger and consequences with this type of informal interview can be that the researcher may not be able to acquire a clear picture of the issues of interest, and can therefore be hard to interpret (Saunders et. al., 2016).

The semi-structured interviews are a mixture of structured and unstructured interviews, which tries to take the best of both approaches, while minimizing the risk. The interviews involve some pre-formulated questions, and some questions or guidelines might occur during the conversation to prevent it from halting or to help them back on track. This gives both structure, and the possibility to allowing improvisation, where the interviewee has the opportunity to add important insights as they arise while having the conversation (Myers, 2009).

Based on the information needed, we have as mentioned chosen to use a qualitative research design. We will use semi-structured interviews to solve our problem definition, and to tell the journey about NG. We would like to interview several persons in different roles in the organization, everything from key persons to “employees on the floor”. This mix will hopefully give us the answers to which the organization have a common understanding of the transformation or not. Our focus for the different interviews are to gain insight of the relationship the employees has to the organizational culture, practice, and transformation toward a more sustainable waste management. We aim to encourage the interviewees to recall their perception of the situation and share their beliefs, attitudes, and feelings on the topic (i.e., Can you please think of a situation where something unexpected happened, that you immediately regarded as illegal?). Further, we wish to influence and encourage them to exemplify, by telling their stories of particular situations they can recall (i.e., Can you please recall a situation in NG where you faced a moral dilemma, of right or wrong, and how you handled it?). Furthermore, we want to use an approach to foster them to tell their story in a way

that gives us an insight of how they experienced the organization before (in the past), how they perceive it now (the present), and how they picture the future (what happens next).

We believe that such an approach will enable the lived experience to be the center of the interviews (Dutton, 2003), and that it will provide us with an understanding of how the participants pursued the situation. In addition, the use of narratives will probably provide us with a more complex understanding of the whole transfiguration.

Tentative plan for completing the thesis

In order to receive an overview on how we wish to accomplish our thesis, we have created a progress plan with different milestones. The written dates are the deadlines for each parts of the project, and our goal is to finish each of them by the given date.

1. Acknowledgements - 15.08.18
2. Abstract - 15.08.18
3. Introduction - 15.01.18
 - Waste management - 15.01.18
 - Company presentation - 15.01.18
4. Research question - 15.01.18
5. Theory - 01.05.18
6. Methodology and data collection - 01.05.18
 - Qualitative research: Interviews - 01.04.18
7. Results/analysis - 01.06.18
8. Discussion - 15.06.18
9. Conclusion - 01.07.18
10. References - 01.08.18
11. Deadline - 03.09.18

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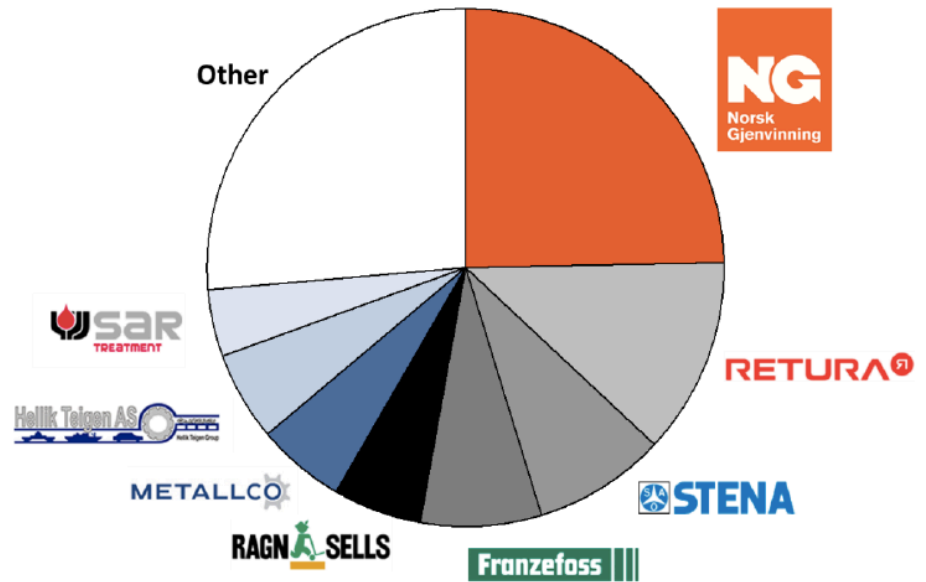
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Appendix

Appendix 1:

Exhibit 2 Share of Waste Management Industry Revenues in 2012



Source: Company documents.

Appendix 2:

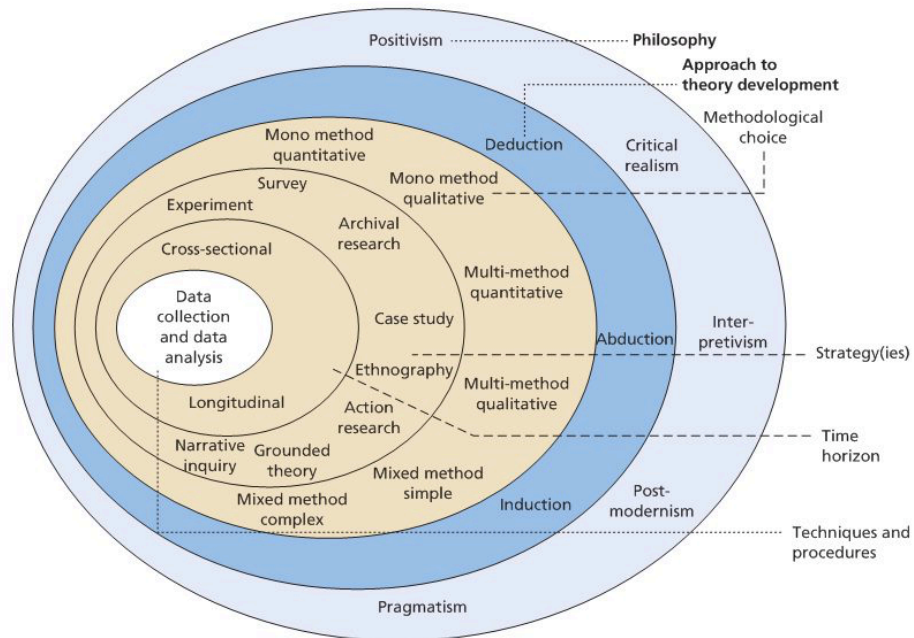


Figure 4.1 The research 'onion'
 Source: © 2015 Mark Saunders, Philip Lewis and Adrian Thornhill