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A Future to Look Forward to: Fostering Agency in Sustainability Work

Navn: Kamilla Berglund, Kiran Kaur Garcha

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A Future to Look Forward to: Fostering Agency in Sustainability Work

Authors:
Kamilla Berglund and Kiran K. Garcha

Study programme:
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Supervisor:
Arne Carlsen, Professor Department of Leadership and Organizational Behaviour

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Kamilla Berglund
Oslo, June 2021

Kiran K. Garcha
Oslo, June 2021

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Abstract

One of the most significant changes of our time is climate change. Consequently, sustainability has become recognized as an important theme to include in every organization's business model as it provides several benefits, including reduced costs and risks related to the business, an increased brand reputation, competitiveness, and employee attractiveness (Bonini & Bove, 2014; Haanaes et al., 2011; Kiron et al., 2013; Kiron et al., 2012; UN Global Compact & Accenture, 2013). A hybrid organization is an organization that designs its business model based on the alleviation of a particular social or environmental issue (Haigh et al., 2015). To become hybrid, we argue that the organization is dependent on employees to act as agents and to find new and innovative solutions towards the sustainability issues. How can an organization foster a workforce of agents that contributes to making the organization hybrid? We identify five practices organizations can engage in to foster agency for a hybrid agenda based on a case study of the Norwegian investment and insurance company, Storebrand. We draw on their success with sustainability work to identify practices that make the organization more hybrid. These include attracting and grooming pathfinders, applauding problem solving, marking and communicating sustainability progress, opening for green job crafting, and cultivating sustainability values. We conclude with a discussion highlighting how our research has contributed to the literature, and suggestions for future research.

"It's not about saving our world. It's about saving theirs."

- Hank Pym, 'Ant-Man' (Reed, 2015).

PART I: INTRODUCTION

1.1 Introduction

The world today is facing a great change due to environmental issues contributing to global warming. Some of the environmental issues that organizations faced during the 1990s include: an increase in air pollution, water pollution, waste (also toxic waste) floating around, erosion of topsoil, the ozone layer being depleted, a continued increase of population, decrease of biodiversity, and deforestation (McLeon, 1992; Schmidheiny, 1992, pp. 1–2). All these issues are still present in today's world. Additionally, we are more cautious of social issues, including poverty, inequality, education, human rights, and weak rule of law (UN Global Compact, n.d.a). The UN calls on organizations to help with implementing sustainability efforts to these issues. Nonetheless, the world is dependent on organizations to find innovative solutions and contribute to sustainable development to limit the global temperature rise to 1.5 degrees celsius (UN Global Compact, n.d.b). As the production of goods and services has a direct negative impact on the environment (Andersson & Bateman, 2000; Bansal & Song, 2017), we see it as a necessity that organizations contribute and take their share for turning the ship around. As Baldassarre et al. (2020) state,

> The intensification of industrial activity within an unsustainable development paradigm caused an alarming environmental crisis intertwined with societal problems on a global scale. Sustainable design theory contains an extensive body of knowledge on how these environmental and societal issues can be addressed by rethinking industrial products, processes and, more broadly, how organizations operate in the context of a more sustainable socio-economic system (Baldassarre et al., 2020, p. 1).

Still, managers find it hard to change their practices to become more environmentally sustainable (Schmidheiny, 1992, p. xii; Shrivastava, 1995). While we see that environmental issues have become increasingly important to organizations worldwide (Andersson & Bateman, 2000), numerous managers do find them too complex to comprehend, detect and calculate for (Shrivastava, 1995; Stern, 1992). Indeed, Holt and Littlewood (2015) find developing innovative ways of doing business that considers finances and social impact to be a key challenge for managers in the 21st century. Nevertheless, there are benefits of including more sustainability work in the business model. It may unlock new markets, provide new

business partners, or lead to innovations (UN Global Compact, n.d.a). Moreover, UN Global Compact (n.d.a) highlights how sustainability efforts may influence the workforce by increasing internal morale, employee engagement, and productivity. Business managers are becoming increasingly more aware of the benefits for organizations to become more sustainable (Howard-Grenville et al., 2018). The reduced costs and risks related to the business are appealing to managers, including the factor that organizations who address sustainability issues receive an increased brand reputation, competitiveness, and attractiveness to talents (Bonini & Bove, 2014; Haanaes et al., 2011; Kiron et al., 2013; Kiron et al., 2012; UN Global Compact & Accenture, 2013). Therefore, many companies have started to emphasize a triple bottom line, aiming at creating economic, ecological, and social values concurrently (Howard-Grenville et al., 2018).

Some (e.g., Franzen, 2019) see all hope as lost and that we need to prepare to be hit by the climate changes. Others (e.g., Stoknes, 2019) take a more optimistic approach as we have access to technological solutions, documented best practices, and economic resources needed to solve the climate problem (Stoknes, 2014). Hence, the challenge is to get the majority of citizens of the world to support implementing these solutions (Stoknes, 2014). We believe organizations should lead by example and implement solutions that politicians are not yet brave enough to set forth. By becoming hybrid, organizations structure their practices to emphasize a particular social or environmental issue (Haigh et al., 2015). Consequently, they design their business model based on alleviating a sustainability issue (Haigh et al., 2015). We perceive hybrid organizations as the emerging leaders we need in the battle against climate change and social issues. To become an organization that leads the way for a more sustainable future, there is a need to embed sustainability into the company culture (Howard-Grenville & Hoffman 2003; Howard-Grenville, 2006; Kane, 2012, p. 5). Howard-Grenville (2006) states that culture shapes how sustainability issues are interpreted and acted on. Moreover, she emphasizes how employees can engage in issue selling to introduce sustainability issues for the organization's members and influence how they interpret and respond to the issues. The issue sellers, or champions as Howard-Grenville (2006) has named them, are indeed social change agents inside the organization who work on convincing colleagues and managers to direct their attention and resources towards the issues they present (Sonenshein, 2012, p. 49). Andersson and Bateman (2000) remark how organizations are in need of these

champions, or agents, to increase the understanding of the complex sustainability problem. This is due to how the social change agents are individuals who use their actions intentionally to achieve a certain outcome (Bandura, 2001), and are able to identify opportunities, mobilize resources, and define change processes (Branzei, 2012, p. 23). For agents to inspire sustainability innovations, there must be a frame alignment between the initiatives they try to implement and the dominant cultural frames within the organization (Snow et al., 1986). Hence, specific elements and artifacts of culture (e.g., vocabulary, rewards, protocols, performance metrics) should be implemented to support a culture supporting sustainability (Howard-Grenville & Hoffman, 2003).

To lead the organization towards becoming hybrid, the organization is dependent on employees who act as agents to find new and innovative solutions to sustainability issues. This master thesis aims to explore practices organizations can engage in to foster agency in the workforce when there is a hybrid agenda. We investigated how organizations can facilitate employees to use their agency and how this can make the organization more sustainable through an empirical analysis of the Norwegian investment and insurance company, Storebrand. Due to Storebrand's success with sustainability work, they were nominated as participants for the present study. Further, we saw it as appropriate to supplement our primary case with an analysis of an organization that has taken a turn regarding sustainability work in recent years. The aim is to find support for our findings at Storebrand and highlight the importance of implementing sustainability and promoting an ownership culture in an organization.

Accordingly, we analyzed archival materials on Siemens. Siemens is a German technology company operating globally, recognized in many instances for being a sustainable company (e.g., Dow Jones, Corporate Knights, and Forbes). The nature of Siemens' and Storebrand's model empowers employees and grants them recognition for being change agents for the organization, thus leading the organizations towards a more sustainable direction. Therefore, we consider these two organizations to be appropriate for understanding how organizations can foster agency for a hybrid agenda. Our research was of a qualitative nature, and we used an abductive approach consisting of a comparative case analysis based on in-depth interviews with employees and managers at Storebrand and archival material at Siemens. We anticipated that this multiple approach of including two cases and

triangulation in data collection would reveal interesting themes at our primary case, which we could find support for in our materials on Siemens.

1.2 Research Question

In response to the void in the hybrid organization literature concerning how organizations can extract from employees to become more sustainable, we aim to investigate whether or not organizations who have succeeded with their sustainability work have drawn from agency in the workforce. Moreover, what practices the organization does to foster and facilitate agency among the employees. Therefore, the aim of this thesis will be to investigate the following research question:

How can organizations foster agency for a hybrid agenda?

1.3 Outline of Thesis

In order to answer the research question, existing literature on hybrid organizations and agency will be reviewed. Part II of the thesis consists of a theoretical background that we draw upon. This chapter gives a brief overview of what a hybrid organization is, its advantages, and how an organization can become hybrid. Furthermore, we define what agency is and introduce how it may be a key pathway for becoming a hybrid organization. In part III of this thesis, we present the methodological framework, including the research setting followed by the research approach, research design and data collection, participants, data analysis, and ethical considerations. Part IV of the thesis presents the main findings from our analysis. We introduce five practices organizations can engage in to foster agency in their workforce for a hybrid agenda. Lastly, in part V of the thesis, we summarize the findings and discuss the theoretical contributions, practical implications, limitations, and suggestions for future research.

PART II: THEORETICAL BACKGROUND

2.1 Introduction

In our thesis, we engage in understanding how organizations can foster agency for a hybrid agenda. As our research mainly emphasizes the practices of fostering agency, this is where we have our primary focus. However, as we are studying organizations with a hybrid agenda, we will start by looking into the literature of hybrid organizations to understand what hybridity entails. This is followed by an explanation as to why an organization should become hybrid and a brief insight into what practices existing literature proposes organizations can engage in for becoming a hybrid organization. As stated, our main focus is on practices for fostering agency, and therefore this chapter will be more extensive with respect to the agency literature.

We believe building on the agency literature to be the key to understanding our wonder, and we will therefore emphasize agency more thoroughly in this chapter. Agency is a broad term, and we aim to define it both for the general term of human agency and when looking at it in an organizational context. Agents in the organizational literature have received numerous names, including social change agents, positive change agents, and prosocial agents, followed by different characterizations of these agents. When examining agents in an organizational context, we will briefly present how managers can also engage in agentic behavior. We believe this insight can prove beneficial as we aim to conduct interviews at different levels at Storebrand. After presenting the concept of agency, we will inspect literature that may describe how agency creates a pathway to hybridity. Therefore, we consider the last section of this chapter to be valuable when analyzing what employees at Storebrand engage in for influencing their workplace to become more sustainable.

2.2 Hybrid Organizations

For decades, CSR has been emphasized among enterprises. However, hybrid organizations have taken the responsibility one step further by designing their business models based on alleviating a particular social or environmental issue (Haigh et al., 2015). The term hybrid organizations reflect the mashup between traditional for-profit and nonprofit organizational practices (Haigh et al., 2015).

Regarding income generation, they attract capital similar to what can be found at these organizational structures (Haigh et al., 2015). In this thesis, we aim to delve deeper into hybrid entrepreneurs seeking to initiate change to alleviate or compensate for sustainability issues (Haigh et al., 2015). When working against a problem of this complexity, the whole business practice needs to be environmentally sustainable. Hence, sustainability demands more than just minimizing the organization's negative impacts (Ehrenfeld, 2005). It is not enough to reduce carbon footprints, employ a couple of disabled people, or conduct other activities solely meant to tame the problem, as such solutions do not address the whole challenge and the complexity of sustainability (Ehrenfeld, 2005).

Sustainability has become a familiar concept these days. The word *sustainability* is on everyone's minds, yet we find many to lack the knowledge of what the concept truly contains. It is defined as the development that secures the needs of the present without compromising the needs of future generations (Verdenskommisjonen for miljø og utvikling [WCED], 1987, p. 42). From WCED's definition of sustainability, we see a link to the definition of business sustainability regarding timing. Business sustainability in itself is defined as the ability of firms to respond to their short-term financial needs without compromising the ability to meet future needs (Bansal & DesJardine, 2014). Hence, financial needs is a key term in business sustainability, and this is where it contrasts with hybrid organizations. For an organization to be sustainable, the main focus can still be on financial gains as long as it does not compromise future needs. On the contrary, hybrid organizations take it one step further by focusing on solving a sustainability problem, which demands more energy. Regarding timing, it is essential to make investments that do not deliver short-term returns but rather have long-term benefits (Bansal & DesJardine, 2014).

The community is important for hybrid organizations. A shared feature of these organizations is that they create strong relationships with communities through employing local people (Haigh & Hoffman, 2012). Typically, managers in such organizations seek to involve the employees in decision-making, train them in sustainable activities and pay an above-market wage to enable them a high-quality life (Haigh & Hoffman, 2012). In addition to caring for the local community, hybrid organizations are team players and value collaboration as a means for solving sustainability issues. They are known to invite entrants into their market, which contrasts with traditional companies aiming to create entry barriers (Haigh &

Hoffman, 2012). The hybrids' view of not creating economic growth only for its sake serves as an explanation to the different practices highlighted above. Instead, they use economic growth to create positive social and environmental change (Haigh & Hoffman, 2012). To be able to differentiate between a hybrid organization and a sustainable organization emphasizing a triple bottom line, one can examine how the organization values timing (Bansal & DesJardine, 2014). Sustainability requires trade-offs regarding investing less for smaller profits today or investing more for greater profits later (Laverty, 1996). Hybrids are those organizations carrying a long-term perspective, aiming at creating a future to look forward to.

2.2.1 The Advantages of Hybrid Organizations

There are different reasons why traditional organizations move towards a hybrid business model. Some are required by new regulations from the government, others feel obliged due to demands from environmental activist groups or from the consumers who boycott unsustainable businesses (Holt & Littlewood, 2015). Another reason for turning to a hybrid model is to attract the best employees, as hybrid companies have proven to be more sought after among millennials (Lee & Jay, 2015), and the trend proposes this to be similar for the generations to come. Further, the existing workforce in a company might demand more sustainable practices as they prefer working for companies perceived to perform well on this matter (Holt & Littlewood, 2015). Thus, organizations that succeed at becoming more sustainable receive an increased value among customers and employees (Lee & Jay, 2015). The increase in perceived value among customers and employees benefits hybrid organizations. The hybrid organization is able to gain relationships with stakeholder groups, which can eventually turn into a competitive advantage (Lee & Jay, 2015). The relationship can further lead to more loyal customers, in addition to a word-of-mouth promotion (Lee & Jay, 2015). Hence, there are many advantages of becoming a hybrid organization, also linked to its workforce. For example, the workforce of a hybrid organization is willing to work with greater efforts and lower compensational demands and carries a higher job satisfaction and lower turnover intentions (Lee and Jay, 2015). These advantages are probably the most significant ones, as we argue that the employees make the organization succeed.

2.2.2 How Can Organizations Move from Traditional to Hybrid?

Financial values are essential for most organizations. For organizations to survive in today's market, it is critical to have a positive bottom line. Therefore, the central challenge to overcome when becoming hybrid is to align the profit-generating activities with the impact-generating ones (Holt & Littlewood, 2015). Profit in this sense is the value captured for the organization's owners, and impact is the value created for the society. To become fully or partly hybrid, Haigh and Hoffman (2012) have addressed three steps to which organizations can implement. We will elaborate upon all three steps as they can prove valuable when looking into how Storebrand and Siemens have succeeded in implementing a more sustainable organizational structure.

1. *Rethinking the Organizational Mission*

   In the first stage, Haigh and Hoffman (2012) emphasize the importance of including a societal issue into the organization's mission. The issue can concern social and environmental aspects; nonetheless, it should be a set of issues that the organizational leaders are passionate about. The organization communicates its core concern by including a set of issues in the organizational mission. This allows the employees to express their values more entirely at work, leading to a more engaged workforce.

2. *Redefining the Policies on How to Engage In the Market*

   At this stage, the organization will have to develop a new strategy. The authors propose that the organization can receive assistance from other hybrid organizations to establish one. Hybrid organizations seek to change industries through direct interventions, and therefore a well-developed strategy additional to an adaptation of their practices in other organizations is essential.

3. *Establishing a Long-Term Perspective Which Considers a Broader Context*

   A long-term perspective has been stated to be essential for hybridity previously. Moreover, this stage emphasizes how one should include society and the environmental aspect when looking at long-term benefits.

As argued above, the most critical aspect for an organization is its workforce, and it is the culture that guides what issues they emphasize and how they are acted upon (Howard-Grenville & Hoffman, 2003). Consequently, for the social initiatives to become successful, they must be aligned with the organization's core culture (Howard-Grenville & Hoffman, 2003). Therefore, we aim to grasp the cultural dimension at Storebrand and Siemens through our research to examine whether the company culture has provided support when highlighting the importance of sustainability.

2.3 Agency

Agency is a broad concept tried to define by many. Bandura (2001) was early on writing about agency, explaining that when individuals intentionally use their actions to achieve a certain outcome, they behave as agents. In this way, he proposes that agency involves more than being a planner and forethinker; the individual must also be a motivator and self-regulator (Bandura, 2001). Agency has been associated with many terms, which can prove valuable when trying to understand its complexity. Emirbayer and Mische (1998) point to selfhood, motivation, will, purposiveness, intentionality, choice, initiative, freedom, and creativity. Further, they propose routines, purpose, and judgment to be important dimensions of agency, though not sufficient to capture the full essence. They have divided human agency into the following constitutive elements: iteration, projectivity, and practical evaluation put together in the following definition:

> The temporally constructed engagement by actors of different structural environments – the temporal relational contexts of action – which, through the interplay of habit, imagination, and judgment, both reproduces and transforms those structures in interactive response to the problems posed by changing historical situations (Emirbayer & Mische, 1998, p. 970).

On the other hand, Dutton et al. (2006, p. 74) have explained human agency in a simpler manner, proposing it to be the "forces that transform individual compassion into a social reality." Furthermore, research has shown agents to be more prosocially oriented than low-agency individuals (Choshen-Hillel & Yaniv, 2011). McAdams and Guo (2015) state that agency stimulates generativity, where individuals are concerned for future generations' well-being. Hence, generativity shares aspects with the definition we have on sustainability, that one must not

compromise the needs of the future with one's actions today. Based on the above, Carlsen et al. (2018) have developed the term prosocial agency, defined as a social engagement with purposive, generative, and reflexive capability to make actions and seek for positive development and well-being of others.

2.3.1 Agency in an Organizational Context

The characteristics of agency bring value to an organization's workforce based on how self-driven and hardworking these employees are. Looking at human agency in an organizational context, it is explained as employees who act for, with, or through the organization, instead of under its authority (Cooren, 2018, p. 156). Employers are known for encouraging the workforce to take ownership of their work. This will more likely occur by having agentic employees in the workforce, as agency cannot be given but rather has to be expressed (Cooren, 2018, p. 156). There are different interpretations of how agency plays out in the workforce, where Boudreau and Robey (2005) state that the concept is linked to employees who change organizational roles, structures, and processes. On the other hand, Tuominen and Lehtonen (2018) explain it as employees who purposely seek continuum or change in their social context, which builds upon what Emirbayer and Mische presented in 1998, that human agency is a purposive action, either to maintain or change what situation one is in.

What is agreed upon, is how agency is much related to change in an organizational context. Emphasizing prosocial agency from previously, we have social change agents in an organization who indulge in change efforts aimed at broad social issues such as environmental threats (Steckler & Bartunek, 2012, p. 115). These change agents are employees who consciously and recurrently make efforts with different sets of tools and skills to challenge and unify inconsistencies between their image of a better future and the circumstances that hinder progress towards this vision (Branzei, 2012, p. 21). Moreover, social change agents often recognize opportunities, whether they are economic, political, or discursive ones, and have the ability to mobilize resources and interpret change processes (Branzei, 2012, p. 23).

Social change agents are also identified in the positive organizational scholarship (POS) research on organizational actors, recognized as positive change agents. These agents are employees that "effect extraordinary change by exceeding demands, eliminating or overcoming constraints, and creating or seizing

opportunities" (Bateman & Porath, 2003, p. 125). Positive change agents encourage challenges and disruptions with the existing conditions by clarifying their higher purpose and engaging to help others do the same (Quinn & Wellman, 2012). By inspiring creativity, innovation, and positive deviance, these agents become valuable contributions to an organization (Van Dyne & Saavedra, 1996). Further, they are known to have confidence when moving into uncertainty (Quinn, 2004, p. 152), and inspire others to join the learning process (Quinn, 2004, p. 155). Some change agents are more exceptional than others. These exceptional change agents act comparable to prosocial agencies by transcending their self-interest (Quinn & Wellman, 2012) and are willing to sacrifice themselves in order to the group accomplish its goals (Bass, 1998, p. 21). Similar to Bandura's (2001) statement that agents are self-motivating and self-regulating, positive change agents self-regulate towards the desired goal (Maddux, 2009) and behave consistently with their values (Maio et al., 2001). They compose a self with a consistency between actions, emotions, and values (Rogers, 1961). When exercising wisdom and courage, for example, individuals free themselves from self-justification and can experience an increased feeling of dignity (Margolis, 2001) and happiness (Sheldon et al., 2004), resulting in a more satisfied workforce. Furthermore, when exercising the courage to be authentic, Worlin et al. (2002) have shown that this inspires others to become more internally directed as well. In this sense, agency can create a ripple effect thus leading to a more agentic workforce. This cycle of internally directed behaviors leads to motivation, followed by an increase of chance to reach one's goal, further resulting in pleasurement and more internally directed behaviors (Sheldon & Houser-Marko, 2001).

Managers are also affected by agency and can enhance from learning more about it. Managing is a broad term; succinctly, it includes responsibility for the work practices and the organizational culture (Raelin, 2012). Norms are often directing how managers should behave (Raelin, 2012); nevertheless, having agency can influence and shape these norms instead of taking a passive approach to it (Giddens, 1984). Most significantly, managers can draw from agency to adapt their role to include more empowering of others (Spender, 2008). This behavior further produces an agentic capacity among the workforce which promotes a collaborative process of serving goals beyond their self-interest (Spender, 2008). Moreover, Miner and Haunschild (1995) have shown another aspect of agency in management. They link it to the introduction of new variations and the selection of variations

employees' have produced. In this sense, agency can be exercised both by managers and employees and can result in a more creative and innovative organization.

2.3.2 Agency as a Pathway to Hybrid Organization

As agency has been proposed to influence change in an organization, we argue that organizations with a hybrid agenda can draw from having an agentic workforce. Indeed, organizations have received increased attention with regards to their role in fostering social change (Sonenshein, 2012, p. 49), where it is the employees who are the agents behind the change. One way employees can promote more sustainability work is to engage in issue selling by acting as social change agents inside the organization. Issue sellers convince colleagues and managers to direct attention and resources to the issues they present (Sonenshein, 2012, p. 49). Therefore, issue selling has an important role when determining which social change the organization should emphasize (Dutton et al., 2001). Research has emphasized issue selling to be beneficial for both the organization and the issue sellers; moreover, the positive outcomes can indirectly lead to a positive social impact (Sonenshein, 2012, p. 59). The direct value it brings to the issue sellers is increased courage and competence (Sonenshein, 2012, p. 59), which also positively affects the organization.

Further, we propose employees who engage in job crafting to be beneficial when promoting a hybrid agenda. When crafting one's job to include more sustainability work, the overall organization becomes more sustainable. Job crafting is explained as employees who manage to change the tasks or relational boundaries of their work in a physical or cognitive manner (Wrzesniewski & Dutton, 2001). This is an intentional action, where employees actively shape their tasks, the way they feel about the relationship between the task, and the social relationships in their job (Wrzesniewski & Dutton, 2001), and is therefore considered an agentic action. There are direct benefits of engaging in job crafting, where research points to increased job satisfaction (Parker, 2007), an increase in work engagement (Tims et al., 2015), and job performance (Leana et al., 2009; Tims et al., 2012). Hence, if agentic employees engage in job crafting, we believe the result can positively impact an organization's sustainability practices. Moreover, job crafting is available in all roles, as Wrzesniewski and Dutton (2001) state that employees can affect the essence of their work in even the most limited and routine jobs. All employees in

all organizations can therefore promote sustainability in their work if they possess agency.

Much related to agency is self-efficacy. To receive sustainability results from an agentic workforce, the employees are in need of a high perceived self-efficacy. Hence, self-efficacy establishes the key factor of human agency (Bandura, 1997, p. 3). As agency is considered to be intentional actions, self-efficacy plays a central part because people who do not believe they have the power to produce results will not attempt to try (Bandura, 1997, p. 3). For example, if one does not believe that one's abilities can reduce CO2 emissions in a company, one will not indulge in trying. However, it should be noted that self-efficacy is not a personality trait but "a set of beliefs about the ability to coordinate skills and abilities to attain desired goals in particular domains and circumstances" (Maddux, 2009, p. 3). Hence, the research on self-efficacy proves how confidence, efforts, and persistence are more valuable than innate abilities (Maddux, 2009). Maddux (2009) states that believing in yourself and your capabilities is one of the most essential ingredients to success. As Bandura (1977) explains, perceived self-efficacy can directly influence choices of activities and settings. It can also influence one's coping efforts in challenging times due to an expectation of eventual success (Bandura, 1977). Therefore, employees with a high perceived self-efficacy can prove valuable to an organization, considering their capability of providing more effort over a longer time than those with a lower perceived self-efficacy (Bandura, 1977). Thus, the efforts of high perceived self-efficacy individuals are more active (Bandura, 1977). Building further onto self-efficacy, we find self-concordance. Self-concordance is when people follow their goals because they complement their interests and values rather than because someone is telling them to do so (Sheldon et al., 2004). Individuals identified by self-concordance feel authentic when pursuing their life goals, diminishing the sense of being controlled (Sheldon et al., 2004). As self-concordant goals represent the interest, passion, values, and beliefs of people, pursuing such goals is driven by intrinsic motivation and a belief in the goals (Sheldon et al., 2004).

Intrinsic motivation has received much attention in organizational psychology. In the agency realm, it brings value because it serves as an important foundation for prosocial agency (Carlsen et al., 2018). As the change to become hybrid involves prosocial behavior, prosocial agency describes the social change agents who indulge in this process. For an employee to act with prosocial behavior,

intrinsic motivation is necessary as coercion or mandate from the employer will prove limited effect (Bolino & Grant, 2016). Instead, Nilsson (2015) proposes that prosocial behavior should result from positive institutional work, which grants the possibility of autonomy and increased knowledge for the employee to perform his or her judgment and actions. However, if the change towards hybridity is driven by agentic employees, they would already acquire intrinsic motivation and engage in behaviors such as issue selling or job crafting as proposed above. Parker and Bindl (2017, p. 1) emphasize that if hybridity results from agency, the employees have taken control to make things happen rather than watching it happen. Nevertheless, the authors highlight the importance of the organization stating a set of principles that can guide the employees into thinking for themselves. Further, Carlsen et al., (2018) have developed a framework for fostering prosocial agency, emphasizing that: (1) the giving needs must be captured and communicated; (2) that the employees must be given autonomy to reply to the needs in a perceived suitable way; (3) the importance of learning from successful giving examples; and (4) to be involved in the social mission of the organization.

PART III: METHODOLOGY

3.1 Introduction

The overall aim when performing organizational research is to conduct academic research on topics related to questions one may have about the business and management field in which there is a study that has a social science orientation. When conducting the research, we faced an inescapable choice regarding which research strategy to apply. It is expected that researchers implicitly or explicitly examine several viewpoints and decide upon approaches beforehand as this can influence the type of phenomena one can observe and what conclusions one can expect to find. In this chapter, we present the empirical process of our master thesis. First, we will begin by presenting our research setting, a case study of Storebrand with inputs from archival data from Siemens. Second, our research design and data collection will be described, where we have interviewed employees at Storebrand and collected archival materials from Siemens. In the third section, we look into the participants of our study, followed by a section where we elaborate on how we analyzed our data from a grounded theory approach. In the last section of our methodology presentation, we will display what ethical considerations were made to ensure the protection of the participants in this study.

3.2 Research Setting

Our research is primarily based on a case study on Storebrand, emphasizing their sustainability work and how the employees contribute to Storebrand's hybridity. For evaluating our findings, we will draw on archival data from Siemens to compare these to our main case, Storebrand. At Storebrand, we had access to internal practices, while at Siemens we had to rely on publicly available information.

Storebrand is a Norwegian investment and insurance company with their headquarters being in Oslo. They are among the most prominent asset managers in the Nordic countries as they manage approximately NOK 962 billion and are invested in more than 4200 companies worldwide (Storebrand, 2020). Storebrand has a high focus on managing the funds with responsibility. They strongly emphasize that the funds they manage must be invested with respect to sustainability. Hence, it should be invested to create value beyond return and produce positive effects for society. Storebrand realizes that their business has a

considerable impact on society, and by collaborating with the companies they invest in and having sustainability expectations towards their suppliers, they contribute to a more sustainable world (Storebrand, 2020). To reach FN's sustainability goals, Storebrand identifies finance institutions to have a significant impact. Therefore, all the assets they manage are screened for sustainability criteria, where almost 40% of these are invested in fossil-free funds. Furthermore, Storebrand finds value in having a strategy aligned with the UN sustainable development goals (SDGs) and the Paris Agreement, as such organizations will have better conditions for reaching long-term returns and are better positioned to succeed in future markets. Sustainability has been successfully integrated into the strategy and culture at Storebrand, where their sustainability work is split into three areas: Keeping their house in order, products and services, and communication and stakeholder engagement. Their highest priority is to utilize sustainability as a competitive advantage, and this is their driving force to reach the company's purpose in creating a future to look forward to.

Due to how Storebrand allows its employees to engage in sustainability work and its success, it is a suitable organization for our research. They have received several international recognitions, being ranked number 13th in the Forbes' 100 most sustainable companies globally (Todd, 2020), receiving a spot on the Dow Jones Index of the world's 10% most sustainable companies (S&P Global, 2020), and being ranked as the most sustainable insurance company globally by Corporate Knights (2020). Their high rankings are interesting, considering how Storebrand is a small Norwegian company. The explanation for their sustainability success is probably due to how they were early on emphasizing sustainability in their business practice and including it in their strategy beginning in 1995. Haigh and Hoffman (2012) highlight how some organizations find the responsibility of positively impacting sustainability to be a competitive advantage, which we have seen with Storebrand. The competitive advantage sustainability work provides is among one of the reasons Storebrand has placed a lot of focus on such matters and included it as a part of their core business. By valuing sustainability equally to profits in its business model, Storebrand is considered a hybrid organization (Haigh et al., 2015). Moreover, Haig et al. (2015) disclose how hybrid organizations often are organizations aiming at serving underserved markets. Storebrand saw a need for more sustainable investment options and therefore created Norway's first fossil-

free index fund (Storebrand, 2017), being one of the first globally to introduce this in the finance industry.

Siemens is a globally active technology company with headquarters in Berlin and Munich with roots back to 1847. For 173 years, they have been driven by the idea to improve people's lives all over the world through their technologies (Siemens, 2020b). They see it as their responsibility to solve problems and overcome challenges through innovations and actions, and thereby contribute to a livable and sustainable future (Siemens, 2020b). Based on their success with sustainability work during the last decade, we reason that Siemens can bring valuable insights as a comparison to our findings at Storebrand. Their area of focus is on automation and digitalization in the process and manufacturing industries, intelligent infrastructure for buildings and distributed energy systems, smart mobility solutions for rail and road, and medical technology and digital healthcare services (Siemens, 2020a). There are approximately 293.000 employees working at Siemens, and the company reported revenues of 57,1 billion USD in 2019 (Siemens, 2020b). During the early 2000s, Siemens faced a challenging business period. Their profits fluctuated, and they suffered from lower margins than their competitors (Rangan et al., 2016). The challenges peaked in 2006 and 2008, where Siemens faced a vast bribery scandal (Rangan et al., 2016). The scandal proved to be expensive to Siemens, and they had to restructure the whole organization. We will look more thoroughly into the scandal in section 4.6.2, where we explore its relevance for this paper and how Siemens took action in the aftermath of the scandal.

Today, Siemens is considered one of the world's leading green companies and a pioneer in sustainable infrastructure solutions (Siemens, 2012). They have focused on communicating how they value long-term profit over instant profit that compromises with the future (Siemens, 2020a), hence, perceiving sustainability as an integral part of their business rather than a separate activity (D'heur, 2015, p. 224). Being on the Dow Jones Index of the 10% most sustainable organizations globally for the last 15 years indicates that they have succeeded with this goal (S&P Global, 2020). Their aspiration is to serve society while making profits (Siemens, 2019) and go beyond what is required by laws to protect the environment and reduce the ecological impact (Siemens, 2020b). Furthermore, they foster collaboration, as worldwide sustainable development is not achievable alone. Therefore, they have partnerships with international players, business associations, think tanks, nonprofit

organizations, and academic institutions to better cope with current and future challenges (Siemens, 2020b). Joe Kaeser, former President and CEO of Siemens states, "Serving society while doing successful and sustainable business is at the heart of Siemens' strategy. It's our company's ultimate purpose" (Siemens, 2019).

3.3 Research Design and Data Collection

We chose to conduct a qualitative case study of Storebrand's sustainability work to draw theory from thorough and rich data. We used an abductive approach as it allows us to select the "best" explanation among several or the best explanation from the interpretations of data to explain the phenomenon of interest (Mantere & Ketokivi, 2013). Further, based on the limited understanding regarding the value of fostering agency in hybrid organizations, we find abductive inquiry to be most applicable as it allows us to move between theory and empirical data (Schwartz-Shea & Yanow, 2012, p. 27). As we seek to explain how organizations can foster agency to become more hybrid, a plan for how to execute our research in practice was necessary. Our research is based on a case study research design as the case reflects a study object of interest in its own right (Bell et al., 2019, p. 63). To build the case, we chose to combine two different data sources, respectively semi-structured interviews and data from archival materials. This approach, which is also referred to as triangulation, allowed us to compare and cross-check various data sources. We found this to be essential for our study as it gives a comprehensive understanding of the context and increases our findings' credibility and quality (Patton, 1999). Additionally, by integrating findings from archival data with findings from interviews, we could move even further in this context, getting more colored findings.

We conducted synchronous online interviews, which is more time-efficient and provides more flexibility (Hewson & Laurent, 2008). Both served as beneficial contributors for getting participants to agree to the interview, especially during the Covid-19 pandemic. Further, it allowed us to steer the conversation and thus dig deeper into stories that presented to be valuable for our research question. The synchronous approach turned the interview into a floating conversation about a topic both parties found engaging. When conducting the online interview, we used the platform Zoom. Zoom has a video function, enabling us to see each other during the conversation. Deakin & Wakefield (2014), Hanna (2012), and Weinmann et al. (2012) are all favorable to skype interviews, which is highly similar to our preferred

platform, Zoom. However, we were aware of the possible limitations to synchronous online interviews, such as unstable WiFi connection or unfamiliarity with Zoom which might create problems for entering the meeting. To limit the probability of these obstacles influencing the interviews, a buffer of 15 minutes was included in the time estimate.

Additionally, with the video function, Zoom allowed us to record the meetings, which all participants consented to. Recording the interviews proved beneficial as it allowed us to be fully present in the meetings and steer the conversation towards themes most valuable for our research, rather than focusing on writing notes. Further, we located several holes in the conversation and topics demanding more information when analyzing the interviews. To fill the void and better understand certain incidents, we contacted the respondent by email to receive more thorough answers, increasing our insight level. The interviews were designed to elucidate characteristics of engaged employees, receive stories that exemplify this engagement, and grasp how Storebrand utilizes and facilitates this engagement. See Table 1 for an overview of the type of questions asked. All questions were asked in an open format to get more profound and rich answers and limit bias. Additionally, we focused on creating a trusting environment where the participants felt appreciated and valued. This enabled them to take ownership and responsibility of the interview (Anderson, 2012), further leading to a high-quality interview (Jowett et al., 2011). When reasonable, we presented stories told in one interview to other participants, allowing the participants to build further onto each other's stories, giving us a more thorough and rich perspective. In total, eleven interviews were conducted, supplemented with one follow-up interview with two informants at Storebrand to elaborate on and validate our findings. Interview duration varied between 30-90 minutes, depending on the relevance of the answers and the number of valuable stories and insights the respondents possessed.

We structured our method design into five phases. In the first phase, we conducted two semi-structured interviews with employees at Storebrand. Both worked directly with sustainability in terms of analyzing investments and reporting. In the second phase, we conducted two semi-structured interviews with leaders working in Storebrands' people department. In the third phase, we requested to interview employees who did not work directly with sustainability, as this would increase the validity of our findings. In this phase, we interviewed three employees and one manager working in different departments at Storebrand. In the fourth

phase, we conducted three interviews with employees that emerged during the first three phases. These employees were often acknowledged in the previous interviews because of their high engagement or spectacular achievement for pushing Storebrand towards a more sustainable path. For the primary interviews, we had a specific interview guide for employees and leaders. However, based on our preliminary findings, we made some adjustments to the interview guide, allowing us to grasp the stories told in the first three phases. This iterative process between theory and empirical data corresponds well with our form of reasoning, abductive inquiry. As the last phase, we retrieved and examined archival data from Siemens and compared them with findings from Storebrand to get a more comprehensive set of data and a higher validity and generalizability for our findings.

Table 1. Type of questions asked during interviews

Question themes	Specifics
Q1: Background of interviewees	Questions about educational, professional, and personal background. E.g., Can you give a brief introduction of your professional background? This is a warm-up phase to build an open and trusting atmosphere. Typical follow-up questions would be regarding the motivation for choices.
Q2: Sustainability effects due to engagement	Open-ended questions where participants can elaborate on stories from when they and others have used their engagement to make Storebrand more sustainable. E.g., Can you tell us about an incident when you contributed to Storebrand's sustainability development? Typical follow-up questions have been centered around feelings involved and obstacles met.
Q3: Attributes of agency	Questions about the difference of colleagues they perceive as engaged and not. E.g., What do you think is the difference between a colleague that is highly engaged in sustainability and one that is not? Typical follow-up questions would center on elaboration and preferably stories that can indicate the differences.
Q4: Hybrid organizations effect on employees	Questions about what they perceive to be the difference between working for a sustainable organization versus not working for a sustainable organization. E.g., Can you tell the difference in working at an organization that focuses a great deal on sustainability versus one with zero focus on this? Typical follow-up questions would be focused on how Storebrand's engagement towards sustainability impacts the participants' work life.
Q5: Imagined futures	Questions about improvement potential. E.g., If you had the power to do as you wish, what would you do to make Storebrand even more sustainable? At this theme, we typically had no-follow up questions, except getting the participants to elaborate.

Q6: Reflections on patterns	Reflecting on patterns and preliminary findings with the participant. Analyzing the interview at hand and previous interviews and discussing alternative interpretations. One such session was done at the end of the interview, and another in written conversation after all the interviews were finished.

Table 2. Overview of data

Types	Sources	Description
Interviews	Managers (4) Employees w/sustainability related jobs (4) Employees w/other types of jobs (3)	Total of 11 interviews excluding one summary interview, ca 12h recordings
Mail correspondence	Managers (1) Employee w/sustainability related jobs (3) Employees w/other types of jobs (1)	Respondents were contacted by email to receive more thorough answers or answer to new questions, 13 mails.
Archives, Storebrand	Annual reports (2020), 227 p. Press Releases (2017), 1 p.	Annual report and press release, 228 p.
Archives, Siemens primary	Sustainability reports (2008, 2012, 2020), 400 p. Annual reports (2009, 2020), p. 526 Business Conduct Guideline (2021), p. 44 YouTube 16 min	Policy documents, 970 p. YouTube, ca. 16 min
Archives, Siemens secondary	Textbook regarding Siemens sustainability and SCM 426 p. Case studies of sustainability at Siemens, 25 p. Journal Articles including Siemens, 24 p. News reports regarding the bribery scandal, 5 p. Biographic textbook of the bribery scandal, 196 p. YouTube video regarding Siemens' culture, ca. 9 min	Historical records, 676 p. and ca. 9 min video

3.4 Participants

Seven employees and four managers from Storebrand participated in this study. The participants consisted of five women and six men, where two females and two males hold a management position. We aimed to have 50/50 managers and employees; unfortunately, we did not accomplish this as our contact person at

Storebrand found it challenging to locate managers willing to participate. The participants had different backgrounds and positions in the organization. Five of the participants hold a position with direct responsibility for sustainability, and the rest work in different departments such as human resources, communication, customer services, and sales. We intended to interview people who had various engagements regarding sustainability. However, we did not succeed with this as all participants had a concern for the issue.

Table 3. Participants

Name	Role	Basic description
Heidi	Manager	Communication
Thea	Manager	Human Resources
Kasper	Manager	Sustainability
Morten	Manager	Bid Management and New Sales
Sarah	Employee w/sustainability related job	Risk and Ownership
Ole	Employee w/sustainability related job	Sustainability reporting
Maria	Employee w/sustainability related job	Solutions investments
Nikolai	Employee w/sustainability related job	Factor strategies
Fredrik	Employee	Human Resources
Robin	Employee	Wealth Management
Line	Employee	Key account manager

3.5 Data Analysis

Given our methodological choices and the theory's emerging process, we found grounded theory appropriate for our interpretive study. The purpose of grounded theory is to construct theory (Corbin & Strauss, 2015, p. 59) and is, therefore, a reason as to why we landed on this method. We aimed to examine how the participants' subjective experiences could be abstracted to theory, which is at the core of grounded theory (Suddaby, 2006). Our research is meant to reflect the source of the developed theory grounded in the participants' words and actions

(Goulding, 2002, pp. 42–43). Additionally, we will engage in a comparative analysis where our findings from Storebrand will gain more generality by comparing them to the archival data of Siemens. The purpose of the comparative analysis is to look for insights at Siemens that can indicate whether our initial evidence is credible.

Through grounded theory, we have been able to examine the participants from different angles and developed comprehensive explanations of the data (Corbin & Strauss, 2015, p. 11). Locke (2001, p. 95) emphasizes that grounded theory is beneficial when examining change and individual/group behavior, corresponding well to our research of investigating how to promote agency in a workforce. Moreover, grounded theory is built upon two key concepts we have drawn from to create our theory; constant comparison and theoretical sampling. When engaging in constant comparison, we have collected and analyzed data simultaneously, and in theoretical sampling we emphasized that the following data generation should be decided by what theory has been constructed (Glaser & Strauss, 1967, p. 101; Suddaby, 2006). When analyzing, we broke the data down into manageable pieces and compared each piece with respect to similarities and differences as proposed by Corbin and Strauss (2015, p. 66). In the process of analyzing, we assigned meaning to raw data in the form of concepts (interpreting the data), with careful consideration (Bell et al., 2019, p. 522; Corbin & Strauss, 2015, p. 66). We followed the substantive coding strategies proposed by grounding theory; breaking down interviews from Storebrand and archival data from Siemens into distinct units that gave meaning to us, followed by labeling the units to generate concepts (Charmaz, 2006, p. 45; Goulding, 2002, p. 72; Holton, 2007, p. 265). We then clustered these concepts into descriptive categories and evaluated them according to their interrelationships (Goulding, 2002, p. 72; Holton, 2007, p. 277). When initiating in constant comparison, we followed a four-stage model (Lock, 2001, p. 45) that spanned through the entire study from assigning meaning to the incidents of recorded data and to writing up the complete theoretical framework. In conjunction with this model, theoretical sampling was completed so we could continue to develop theory as it emerged.

The first stage was the most extensive, where we compared incidents applicable to each category. We assigned multiple data observations a common meaning and transformed them into a conceptual category. Coding in this stage is a term for naming and comparing activities that constitute the constant comparative

method (Dey, 2007, p. 169; Lock, 2001, p. 47). In addition, we engaged in memoing to compliment the naming and comparison of activities as a supportive activity (Locke, 2001, p. 47). The analytical process started with writing memos that described the scene, events, and behaviors under study, as Goulding (2002, p. 73) proposes. The memos were written immediately after an interview and proved valuable as they provided a bank of ideas that we then revisited later on in the process of mapping out the emerging theory. Additionally, we transcribed the interviews to ease the process of assigning meaning when analyzing. When naming, our focus was primarily on conceptualizing and developing abstract meaning for incidents in our data by articulating what we perceive is happening or is being expressed (Locke, 2001, p. 47). At the early stage of analyzing, we brainstormed several names which resulted in plural possibilities to exploit from later. This pushed us to think more broadly about the meaning of the incident, which Locke (2001, p. 47) suggests to be beneficial. A conceptual category provides a new way of looking at the world (Locke, 2001, p. 47); therefore, being creative when naming what is happening in the data proved valuable. In addition, comparing co-occurred to naming proved helpful when creating a common name or category for multiple observations and clarified what is uniform and stable in the data (Locke, 2001, p. 48).

In the second stage, we aimed to fully develop and provide organizing for the conceptual categories made in the first stage. We wanted to further expand on the development of the categories we believed to be more central to the research question. This is also where we looked at interrelationships between the categories to make them add up to a conceptual "whole" that is to become the theoretical framework. The emerging theories are based on the following higher-order categories or a core category (Goulding, 2002, p. 84).

In the third stage, we settled on the theoretical components of the framework and aimed at clarifying the story we had to tell about the social situation we had studied.

In the fourth and last stage, we implemented our memos from the first stage to write the theory. The memos provided inputs when discussing the content of the categories and when framing the written presentation of the theory. As Lempert (2007, p. 247) puts it, memos are where the researchers "find their own voices." It provided us an opportunity to formulate, play with, and expand our ideas to ultimately distill them for publication (Lempert, 2007, p. 247).

To ensure that the interpretations we have made are credible and consistent, literature recommends inviting other external reviewers to offer their interpretations (Riley, 1996 cited in Goulding, 2001, p. 45). This "member checking" process is considered to be a prime strategy for validating findings (Goulding, 2001, p. 45). To validate our findings, we engaged in a follow-up meeting with two of the participants in the study and our supervisor Arne Carlsen. The aim was to allow them to elaborate and verify our categories and findings.

3.6 Ethical Considerations

Ethical consideration is an integral part of business research. Our aim is to learn from the participants of this study, indicating a reflexive research (Rhodes & Carlsen, 2018), meaning that we need to take their ethical vulnerability into account. First, our research was submitted to Norwegian Centre for Research Data (NSD). Next, all participation was voluntary, and we assured anonymity in terms of changing names and not reporting job titles. Further, prior to the interview, we got written consent to record the meeting and use quotations and other findings in the final thesis. Moreover, sections where information extracted from an interview was sent for approval to the interviewee, with the presumption that he or she could make changes, clarify, or withdraw at any time. We assured that the participants were aware of the purpose of the study by including information about our study in the consent. Obtaining consent was essential as Crow et al. (2006) find informed consent to be a central element of ethically conducting research. Finally, we deleted the data once the thesis was submitted.

PART IV: FINDINGS

4.1 Introduction

Storebrand is considered to be one of the most sustainable insurance companies globally (Corporate Knights, 2020). Therefore, investigating the interrelationship between their employees and their sustainability success is useful when examining how organizations can foster agency for a hybrid agenda. When engaging in our analysis, we looked at how Storebrand has taken advantage of agentic employees in their journey to become a pioneer in sustainability. By conducting interviews with employees at different departments, we managed to discover five practices for how Storebrand creates engagement for sustainability and draws from employees who are initiative-takers. In this chapter, we will present the five practices our analysis indicates will foster agency for a hybrid agenda. These five practices are: (1) Attracting and grooming pathfinders, (2) applauding problem solving, (3) marking and communicating sustainability progress, (4) opening for green job crafting, and (5) cultivating sustainability values. In Table 4, a definition of the different practices is presented. The table further includes examples of how Storebrand engages in these practices. Moreover, to find support for our findings, we have looked to Siemens, who have performed well with their sustainability work after the bribery scandals in 2006 and 2008. In four of five practices, we have found somewhat similar practices at Siemens. Siemens believes these practices have contributed to making the organization into what it is today. However, our insights into Siemens are limited, and we have been dependent on official information and archival materials for running our comparison. Hence, more thorough research on Siemens might result in different findings than ours.

Furthermore, no research on the interrelationships between the practices has been conducted. Neither do we claim that this list of practices is extensive. It is more a presentation of what practices we have found Storebrand to engage in for fostering agency, or what they call courageous pathfinders, and how these employees have contributed to their success in sustainability work.

Table 4. Five practices promoting agency

Category	Definition	Examples of practices	Case comparison
Attracting and Grooming Pathfinders	This category explores how Storebrand attracts and groom social change agents, which serves as pathfinders for sustainability initiatives in their workforce	When attracting and grooming pathfinders, Storebrand ensures positions that are appealing to attract these people. The roles are often flexible and provide freedom, which also serves as a mechanism for grooming agency in the existing workforce. Moreover, by communicating its sustainability efforts and being trustworthy with the message, Storebrand becomes a desired workplace for agents.	Storebrand's focus when recruiting has been highly value-based to create a workforce that fit their aim of being a courageous pathfinder. Siemens goals is to be an employer of choice and their aim is to attract people who genuinely want to work with them and make an impact
Supporting Issue Selling in the Sustainability Realm	Central in this category is how Storebrand supports issue selling by encouraging employees to raise attention to complex problems.	For supporting issue selling, Storebrand has launched the Storebrand Future Impact Program which is a conscious strategy for creating courageous pathfinders who dare to announce issues. Further, they award these pathfinders and have guilds which proves as support for issue sellers.	At Storebrand, issue selling is primarily stronger for employees with high perceived self-efficacy than others. As this provides higher chances for success, Storebrand are more likely to support these issue sellers. We have no information about supporting issue selling at Siemens.
Marking and Communicating Sustainability Progress	This category explores the different tools Storebrand uses for marking and communicating sustainability progress, and how this results in pride and engagement for the progress among its employees.	Storebrand has an extensive toolbox for marking and communicating sustainability progress (e.g., extraordinary meetings, intranet, social media, awards, Storebrand Talks, and theme days). By teaching employees about the importance of sustainability initiatives, through e.g., a sustainability school, they create pride and engagement for the progress	External marking and communication of sustainability progress is most valuable for Storebrand's employees due to how external recognition (i.e., receiving international sustainability ratings and awards) has the most impact on pride. Communicating sustainability progress at Siemens turned their hybridity into a competitive advantage

			due to how it creates pride and engagement among the workforce
Opening for Green Job Crafting	Events in this category explore how organizations should open for employees to actively shape their tasks to include more sustainability work	Storebrand allows its employees to work with what they find interesting by providing flexibility and freedom in positions. When positions are more bounded (e.g., customer service), employees' drive and ability to do what it takes to achieve results is considered when managers open for job crafting. In these cases, employees may receive the opportunity to being placed on different projects or allocated to other positions more open for job crafting.	Storebrand is more open for job crafting from certain types of employees who carry an inner drive. The more defined the desired job crafting activity is, the more likely they are to provide a mandate to work on the idea. Siemens facilitates an ownership culture in which employees can make decisions, mainly aimed at shaping their tasks.
Cultivating Sustainability Values	Organizations should cultivate their sustainability values by making them come alive in the organization.	Storebrand communicates everything from the top, and the organization aims at being an example of a courageous pathfinder. By involving the workforce in discussions and allowing employees to interpret and give meaning to the driving force, Storebrand cultivates their values. They emphasize safety and freedom, where they celebrate new ideas and are open to failures.	At Storebrand, the managers and employees share the same driving force and Storebrand focuses on having a simple message as they want it to sink in. Siemens had values before the bribery scandal, however it was first after the scandal they managed to make them come alive in the organization.

4.2 Attracting and Grooming Pathfinders to Create a Future to Look Forward to

Organizations that aim at becoming hybrid benefit from having social change agents in their workforce as these agents indulge in change efforts aimed at social or environmental issues (Steckler & Bartunek, 2012, p. 115). When attracting agentic people to hybrid organizations, we have seen the importance of communicating sustainability progress. Furthermore, those engaged in sustainability must find the organization to be trustworthy and ready to walk the talk. Therefore, it has been valuable for Storebrand to be clear with its purpose when

attracting agents who are the source to achieve the company's goal. Storebrand's main purpose is to create a sustainable world through their investments – they want to create a future to look forward to. A prosocial agent will want to contribute to a change for the better and need the possibility to take initiatives themselves for this process. Having customer-centric employees is how Storebrand will reach its purpose. The aim is to be simple and sustainable, and Storebrand continuously works with keeping their driving force alive and relevant. Therefore, in the last couple of years, Storebrand's focus when recruiting has been highly value-based in order to create a workforce filled with courageous pathfinders. The concept of courageous pathfinders was created in 2016 and has been made into a yearly reward where people who consequently find new paths, encourage colleagues and others to join them, and have a sense for innovation receive applause. In our research, we have heard several stories of how Storebrand managed to employ social change agents, or pathfinders, on the reasoning that they excel in sustainability and give freedom to work with sustainability progress in Storebrand. Additionally, it is a recurring theme that agents choose to stay at the company because their values match with the organization's. We will look into three cases where Storebrand attracted two agents already incorporated in another company and one graduate into their workforce. Then, we will compare these findings to a similar incident at Siemens.

4.2.1 Leaving a Slow-Paced Workplace: Ole's Shift to Storebrand

For Ole, the engagement for sustainability occurred during his studies. He found most of his courses uninteresting until he got familiar with a course regarding CSR. The lecturer in this class was very concerned with Norwegian organizations and how they worked with sustainability. Additionally, the lecturer was an engaging, inspiring, and knowledgeable person.

> I realized that there was actually something more you could do in the business world than just work in excel and count on financial models. So, then I figured out that this was what I wanted to do. (…) To see how much positive impact one can have on people's lives and future... And also, the impact we can have on the planet if we do things a little more properly. Then, I kind of wanted to be involved and do something in the last category. [Ole].

Ole did not join Storebrand right after his studies. He says, "Had I known how well Storebrand did regarding sustainability, I would have applied for a job there after graduating." However, he quit his first job and joined Storebrand as he did not want to continue his career at an organization with a slow pace i. Hence, by working remarkably with communicating and marking progress, Storebrand got into Ole's radar and became his desired workplace. Lee and Jay's (2015) statement, that hybrid organizations are favorable workplaces for the best employees, is again confirmed. In this sense, we find Ole to be considered among the best.

It is important for Ole to spend his career on making a difference for the better. After getting familiar with the industry, he left his slow-paced workplace for the advantage of Storebrand, where he saw the possibility to reach his goal. For social change agents, it is important to have the opportunity to take actions in connection to one's beliefs and values (Rogers, 1961, p. 189). Moreover, they want to self-regulate towards the desired goal (Maddux, 2009). As Ole did not have these opportunities at his old workplace, he did not thrive. This further builds upon what was previously mentioned regarding walking the talk. Agents seek companies that demonstrate the will to take action and where employees can contribute in improving the world for future generations. Ole's strength is his desire to make the world more sustainable, and he will not stand back and wait for someone else to do the work. His high perceived self-efficacy promotes a belief in himself that he can produce the results he aspires to, if only working at a company that supports his agency.

> To me, the motivation is that I want to achieve things and get things done. Then, it is often easier to take on responsibility beyond what is expected or stated in my job description. At the same time, it is important to point out that I, and others in similar positions, have very flexible job descriptions and that we can make our jobs as comprehensive, or limited, as we want. [Ole].

That the organization allows employees to utilize their agency is vital to become more hybrid. In the case of Ole, who carries a strong prosocial agency, being incorporated in an organization that encourages agency pushes the organization further in a hybrid direction. Moreover, it is important for Ole to get freedom and flexibility to work with what he finds interesting. After employing Ole, Storebrand managed to reach the Dow Jones list of the world's 10% most sustainable

companies due to how Ole found a new pathway to reaching this milestone. A colleague praises Ole for his efforts at Storebrand, saying::

> Ole is one of those people who does what it takes, even if it is outside his job description. And he gives an extra effort, he is that kind of person. And when it is not sufficient to just report on what we already do regarding sustainability, he makes sure we evolve. [Kasper].

We will return to Ole in chapter 4.5 to examine how he demonstrates agency as a job crafter. In the following section, we will get to know Sarah and explore how Storebrand managed to secure her based on their sustainability work.

4.2.2 Creating a Position to Secure a Pathfinder: Sarah's Journey from the Norwegian Ministry of Climate and Environment to Storebrand

Sarah is a person that has led to much pride internally at Storebrand due to how the organization has marked and communicated her sustainability progress. She has stamina most could only dream of, and her dedicated work to create a sustainable future has engaged many. Before she joined Storebrand, she had worked in the Norwegian Ministry of Climate and Environment for ten years. This experience gave a unique insight into the challenges of climate change. The reason for her career switch was based on the desire to make a more significant impact. An FN politician once told her, "You can make a big impact in finance by easily moving capital. You have to follow the big money." Her choice of organization fell on Storebrand because she already knew that they were good at sustainability, hence by communicating the organizations' progress externally, Storebrand gets on the radar to pathfinders. "I would never have chosen to work at Storebrand if they were not as good as they are when it comes to sustainability," Sarah said. "I have to vouch for what I do." Further, she points out how important it is for her to work with engaged people and at an organization where sustainability is a part of the DNA. Sarah realized how well Storebrand did with respect to sustainability when working at a project for the Norwegian Ministry of Climate and Environment. She explains:

> I was very young and ambitious. I was about 28 years old and had to organize Norway's largest and first "Business by diversity" program. And I remember my leaders said, "you don't have to do that, it is all right, you can just stick to your tasks." Through that project, I got familiar with Storebrand. I was very impressed and got a collaboration with them.

> After that, I was keeping my eyes open for job announcements from Storebrand. When a position came out it was not really a position on climate and environment. Yet, I called and asked about the position. They wondered whether I would come over to Storebrand if they created a position on climate and environment. So it was a very conscious decision – I would not work for anyone. [Sarah].

As Storebrand is very visible with its purpose and sustainability work, it became a natural choice for Sarah as she had faith that the company was walking the talk. Sarah's career shift is an example of how hybrid organizations attract agents to their organization besides their initial recruiting initiatives. Further, it highlights the importance of communicating the sustainability initiatives one makes. Storebrand was familiar with Sarah and valued her engagement and experience with sustainability and opened a position for her. Giving room for pathfinders can be an advantage, though there is a lack of positions that fit their background. Storebrand allowed Sarah to work with what she found most interesting. In return, they got an employee willing to invest all she had in her work, and who found new paths to hybridity which we will look into in section 4.3. When working with what one finds interesting, intrinsic motivation is the drive for commitment, and Carlsen et al. (2018) have found this motivation to be the fuel for prosocial agency. Investing more in their work is common for prosocial agents working at hybrid organizations, as they work with greater efforts and lower compensational demands (Lee & Jay, 2015). Sarah joined Storebrand partly because she got autonomy and self-judgment in her position. By providing this to all employees, Storebrand is more likely to get a workforce whose prosocial behavior will increase (Nilsson, 2015). Thus, by offering these factors to all employees, Storebrand is able to not only attract, but also groom agency among its workforce.

4.2.3 Attracting Maria by Valuing Sustainability

Maria has always had sustainability close at heart. From a very young age, she started to show interest and engagement in it. She is known to be a hardworking person who delves deep into different subjects and is eager to make a difference. During 9th grade, she discovered that finance and the economy carry a big influence on sustainability. She says, "I realized that the economy was important because capital represents the power to change." When making her first career choice and deciding where to work, it was essential that the organization's culture and values were aligned with her values. Most importantly was working at an organization that

emphasizes sustainability due to the amount of time one spends at work. She fancies the idea of integrating work with her hobby and being able to contribute a future to look forward to. Storebrand came up on many occasions during the work on her master thesis, and she found the company interesting and attractive due to its high emphasis on sustainability.

> We received tips that Storebrand was a world leader in sustainable investments from several quarters, both from the interview rounds we conducted and through a major review of players in climate finance. Creating the world's first and largest green bond fund and having an internally developed sustainability score were concrete examples of how innovative they are. We ended up making a spotlight on five companies among those we interviewed, and Storebrand was one of them. (…) In short, I believe that Storebrand should be a player that contributes to great positive change by moving a lot of capital to companies and projects that contribute to positive and sustainable value creation. I thought it was great that such a forward-thinking company was Norwegian. I wanted to apply to Storebrand to learn more about the tools they used and get to know those who worked there, as they had obviously built a strong cultural competence over the years. [Maria].

As an assurance of Maria's talent, it is worth mentioning that her master thesis received much attention. It won an award through the Association for Management and Technology (FLT) and they got invited to several conferences to present their work. Some of these conferences served as an enabler for a stronger bond between Maria and Storebrand as Storebrand was also present and talking about their sustainability work.

Similar to the case with Ole and Sarah, we see the importance of being visible with the company's purpose and sustainability work as engaged and talented students notice this. Research shows that individuals are more likely to choose to work for an organization whose value content aligns with their value orientation (Judge & Bretz, 1992), and by communicating how the organization values sustainability highly they can attract like-minded people to the workforce. Furthermore, Lee and Jay (2015) found sustainability-oriented companies to be preferred for a growing number of employees, confirming how valuing sustainability is a key lever for attracting talented people. As Maria was familiar with Storebrand and knew that she would have the opportunity to contribute and see purpose in her work, it became her preferred workplace as a graduate. She explains that the interview worked as a two-way process. Storebrand has been very

focused on recruiting value-based in recent years and therefore had to ensure that Maria's value orientation was in line with the company's. On the other hand, Maria also investigated if Storebrand was the right employer for her. Sustainability must therefore be integrated into every part of the organization, for the message to be perceived as trustworthy. This is something Storebrand is continuously working on. As one of Storebrand's people managers put is, "It is weird to serve coffee from cardboard cups during interviews if one values sustainability. No excuse for single use." We will come back to see in chapter 4.5 that changing from cardboard cups to porcelain mugs was one of many paths Maria engaged in to make Storebrand more hybrid.

4.2.4 Barbara Kux: Seeing Sustainability Opportunities at Siemens

The findings from Storebrand show how they have managed to attract and groom pathfinders in their workforce based on their communication of sustainability work and by providing self-judgment and autonomy in positions. Siemens values sustainability highly, and as already discovered, emphasizing sustainability is important when attracting the most talented people (Lee & Jay, 2015). In Siemens' 2020 sustainability report, they state that one of their goals is to be an employer of choice (Siemens, 2020b). Hence, they aim to attract people who genuinely want to work with them. Moreover, they value highly engaged, motivated, and capable people as they are the foundation of the company's success (Siemens, 2020b). Indicating that attracting agents is their focus when recruiting as organizational agents are led by self-motivation and are more likely to reach success due to their high perceived self-efficacy (Maddux, 2009). Siemens finds their sustainability work to be an essential feature when recruiting agents, as having purpose-led work is motivating to most people (D'heur, 2015, p. 224). In a video Siemens published on their YouTube channel, they emphasize the importance of communicating purpose, where an employee says, "If you want to change things... If you think you can be a force for the better, do not hesitate and come to work with us." (Siemens, 2021b). This is similar to the cases above with Ole, Sarah, and Maria, where the desire for purpose-led work drew them to Storebrand. Purpose and judgment are important dimensions of agency (Emirbayer & Mische, 1998), and by communicating work that supports these factors, organizations are more likely to attract and groom agency.

Barbara Kux is an employee Siemens has attracted by offering sustainability opportunities within the company (Rangan et al., 2016). Intending to continue to invest more in it, they became the desired workplace for the talented Kux, who is deeply engaged in sustainability work (Rangan et al., 2016). Kux got hired to the newly created position of Chief Sustainability Officer and Head of Supply Chain Management (SCM) (Rangan et al., 2016). Siemens was familiar with Kux's talent and efforts due to the success she had in her previous position at Philips (Rangan et al., 2016). "Under my leadership we managed to establish Philips as a sustainability leader and quadrupled the revenue from green technologies with a focus on green lighting" (Rangan et al., 2016, p. 4). Then, as for what attracted her to Siemens, she said: "Siemens is a great company with technology leadership and substantial opportunities with regard to sustainability and SCM. I was convinced that my experiences in these areas could add value to the company and build a sustainable setup for the future." (Rangan et al., 2016, p. 4). Thus, we believe that Kux chose her next workplace with the ambition of making a difference for the better, given her knowledge and engagement in sustainability. Siemens managed to reach their desired goal by employing this one person. An agent who was willing to go out of her way to enhance the company's sustainability position. Before Kux joined Siemens, sustainability as a word did not exist among its workforce (Rangan et al., 2016). Despite this, under Kux's leadership, the revenues from the Environmental Portfolio increased by almost 58% in four years (Rangan et al., 2016). Alongside, Siemens reduced their amount of customer CO2 emissions attributable to Environmental Portfolio products by 174 million tons of CO2 (Rangan et al., 2016).

For an organization to become hybrid, there is a need for a company-wide strategy or structure that emphasizes sustainability by using economic growth to create a positive change in a social or environmental issue (Haigh & Hoffman, 2012). Such a strategy did not exist at Siemens until Kux's employment (Rangan et al., 2016). After her arrival, Siemens implemented sustainability as a central theme of its corporate strategy (Rangan et al., 2016), taking the organization in a more hybrid direction. Siemens highlights its employees as the organization's strength as they play a crucial role in its success in sustainable value creation (D'heur, 2015). Furthermore, Kux emphasizes how motivated, and committed employees are essential to reach success in such a short time (Rangan et al., 2016), illustrating how grooming agency is valuable for hybridity. The same was stated in Siemens 2009 annual report:

> Our success is based on the commitment of our roughly 405,000 employees. (...) Because we know that only satisfied employees can create the innovative products and solutions we need to capture leading positions in tomorrow's key markets worldwide and achieve sustainable success (Siemens, 2009, p. 37).

Moreover, the employees play an essential part in making Siemens' long-term strategy achievable (Muntermann et al., 2015). To motivate employees towards their vision, Siemens has implemented a strong ownership culture, defined by employees taking personal responsibility for its success (Muntermann et al., 2015), acting for, with, or through the organization, instead of under its authority. In 2008, Siemens stated in their sustainability report how there was a need to provide its employees with a framework where they can make decisions (Siemens, 2008). This ownership culture has been manifested successfully. As one employee states, "Siemens actively stands by you and encourages you to embrace the change" (Siemens, 2021b). These actions align with Nilsson's (2015) proposition for how prosocial behavior should be encouraged. Through positive institutional work, which grants the possibilities of autonomy and increased knowledge for the employee to perform his or her judgment and actions (Nilsson, 2015).

Though our insight into Siemens is limited, we perceive the attraction of Kux to be crucial for how Siemens has developed in terms of sustainability. Furthermore, we assume a person with such an impressive background had the option to work at several companies, indicating that being trustworthy and fully committed to one's sustainability initiatives is important to attract agents.

4.3 Issue Selling in the Sustainability Realm

Applauding problem solving is in the culture at Storebrand, and the organization emphasizes teaching techniques for how its employees can become pathfinders for finding solutions to complex issues. They highly focus on this as they are aware of the comfort of remaining silent and not rocking the boat. One way Storebrand has secured this is through promoting issue selling. Issue selling is employees who foster social change by convincing colleagues and managers to direct attention and resources to the issue they present (Sonenshein, 2012, p. 49). Through Storebrand's graduate program Storebrand Future Impact, they encourage the participants to become issue sellers. This program emphasizes the importance of encouraging issue selling and teaching the graduates about self-leadership,

management, and impact. Through the program, they influence the graduates to be courageous pathfinders, who will then guide the rest of the organization in the same direction. Although those who join Storebrand through the Future Impact program are new to the organization, Storebrand considers them important. They do not need seniority to be perceived as valuable as long as they find new paths for reaching Storebrand's purpose and serve as role models for the workforce. Hence, Storebrand has a conscious strategy for making employees become issue sellers as they know it is not easy to be a driver for change alone. Consequently, Storebrand has created guilds which they encourage employees to be a part of as it makes them feel more empowered. Moreover, they have the courageous pathfinder award, which is meant to encourage employees to dare and bring people with them. We will look closer into the latter under section 4.6.

> We most certainly have a culture at Storebrand that facilitates and encourages employees with good ideas to step forward. A new path for making the organization more sustainable is always well received at Storebrand. Speak up! (...) We have talks, we have guilds, we have informal meetings with the top management. It is easy for an agent to make big changes and have an influence. But of course, these people are special – a bit forward-leaning. [Heidi].

For supporting issue selling, Storebrand's most successful guild is their first developed one, the innovation guild. The guild is meant to unite those interested in innovation, and everyone can participate in the weekly meetings. However, Storebrand contains several guilds, and everyone can start their own. The guilds provide support for initiatives, a place to exchange experiences and receive the courage to propose new paths. It is a network of like-minded men and women.

When working with sustainability, issue sellers prove valuable when it comes to shedding light on what cases to indulge in. During our research, we have seen how Storebrand is an organization that supports issue sellers of cases that are related to sustainability. The issue sellers end up taking the extra initiative and pride in solving the case, and the result is an organization that becomes more hybrid. In the following section, we will delve into the story of Sarah's attempt to end deforestation in Brazil. A challenging issue to solve, yet Storebrand supported the initiative and went wholehearted into it.

4.3.1 Sarah's High Self-Efficacy Resulting in a Letter to Brazil's President

Sarah's wish was to work with sustainability and to be able to structure her day to work with what she finds interesting. Engaging in new thoughts and ideas for how to improve sustainability gives her work purpose. As Storebrand allows Sarah to combine her work and hobby, she engages in issue selling and working long hours as she finds her work to be fun and meaningful. Sarah carries a high perceived self-efficacy as she believes it is in her ability to reach a desired goal (Maddux, 2009). This is among the many reasons that drove her to sell the issue to halt deforestation in Brazil. A seemingly impossible job, yet she had the courage to proceed. Having a high perceived self-efficacy is a key factor in agency as one will not attempt to act otherwise (Bandura, 1997, p. 3). Furthermore, a high self-concordance shines through from her work as the idea to halt deforestation is based on how this idea complements her interest and values (Sheldon et al., 2004).

> Deforestation is important for climate change. (...) It is with deep concern that we follow the tendency of increasing deforestation in Brazil. As financial institutions, who have a fiduciary duty to act in the best long-term interests of our beneficiaries, we recognize the crucial role that tropical forests play in tackling climate change, protecting biodiversity, and ensuring ecosystem services.(...) The escalating deforestation in recent years, combined with reports of a dismantling of environmental and human rights policies and enforcement agencies, creates widespread uncertainty about the conditions for investing in or providing financial services to Brazil. [Sarah].

Sarah decided that the way to go about this issue was to write a letter to the Brazilian government. Believing that capital represents the power to change, she took the idea to her superior. Her superior had her back, suggesting that she should try to get more companies from the finance industry involved, and so she did. Additionally, her superior made sure she had the flexibility in her position to proceed with the issue, hence, supporting her issue selling. Therefore, supporting issue selling is a pathway to hybridity, as the organizations can more easily determine what sustainability issue to alleviate. The issue seller will most likely take great ownership of its fulfillment, as we can see with the case of Sarah who has been working day and night to ensure that the project proceeds. She managed to mobilize a large group of global investors in a short time to stand behind the letter.

> It resulted in 30 investors signing the letter. These investors, including us, have a capital corresponding four times the Norwegian Pension Fund. Once the letter was out it

> exploded in both big and small international media. (...) It is fair to say that we were not sure what the feedback would be and quite surprised by the immediate response and the high level response. The letters were sent on a Monday in June and within a few days, the Governor of the Central Bank reached out to Storebrand and wanted to understand some of our concerns. He offered a meeting with the Amazon Council chaired by Vice-President Morau. (..) A few weeks later, we had a meeting with the Vice-President and Minister of Agriculture, Environment and Foreign Affairs. (..) From our side, we expressed five tangible and concrete outcomes with clear links to investment risks. We explained that we are concerned about the financial impact that deforestation may have on our clients and investee companies, by potentially increasing reputational, operational and regulatory risks. We avoided content discussions on policies and measures and rather focused on results. Right after our meeting, Bolsonaro announced a 120-day Amazon fire ban. [Sarah].

After sending the initial letter, Storebrand witnessed some interesting developments in Brazil. They had CEOs of companies in the agricultural sector, alongside major business associations and financial institutions joining their claim. They were all making similar demands as Storebrand to the Vice president. This demonstrates that the letter has given rise to a debate about the risks of deforestation to Brazil's economy, with economists, former government ministers, and CEOs of financial institutions echoing the concerns of the investor letter and urging action to improve environmental governance for the benefit of the economy. Though Sarah engaged in challenging issues, she had confidence when moving into it and inspired others to join the process. Including and inspiring others is a sign of a positive change agent (Quinn, 2004, p, 155), and through her issue selling and ownership behavior, Sarah has proven to be an important change agent for Storebrand. Her high self-efficacy serves as an explanation of how she coped well in challenging times. By expecting eventual success, she carries greater stamina (Bandura, 1977).

> We were encouraged by the initial response and dialogue with the Brazilian government, so we decided to set up a two-year work program on deforestation to work systematically with the government. We have more investors who have joined, and we are approximately 43 investors representing 6 trillion USD. (..) Having said that, deforestation keeps breaking records in Brazil and the fire ban has not resulted in concrete results on the ground. Promises and meetings are fine, but we will look for tangible evidence that deforestation is going in the right direction. [Sarah].

Due to Sarah's severe engagement in the cause, she manages to keep up her motivation. Sheldon and Houser-Marko (2001) have pointed to a cycle where the internally directed behavior leads to motivation, followed by an increase of chance to reach one's goal. As the issue selling was an internally directed behavior, she experienced high motivation. By focusing on seeing results and making an impact, in addition to finding her work exciting, she has the vitality to stay in the situation for a long time. One could say that Sarah is an exceptional change agent as she transcender her self-interest and is willing to sacrifice her spare time to fight for the climate.

Many people at Storebrand have been engaged by Sarah's efforts. A colleague Sarah was not familiar with, came up to her one day and told her that she was proud of working at Storebrand because of her Brazil initiative. Sarah finds it fascinating that her work encourages people, as she believed that her efforts did not reach her colleagues. Hence, by supporting Sarah's issue selling, Storebrand extracts from more motivated employees who see the value of sustainability work. It shows that Storebrand works actively on marking and communicating sustainability progress, as we will explore further in section 4.4.

Sarah's story highlights how she pulled Storebrand in a more hybrid direction. What is essential in this story is how Storebrand supported her issue selling. If they had turned down the idea, Sarah would not have been able to proceed in the same manner, as the factor of being a finance institution was essential for catching the attention of the government in Brazil. Along the way, Sarah managed to inspire and engage many of her colleagues by making them understand Storebrand's role in the sustainability issues, resulting in a proud and engaged workforce. By supporting issue selling, Storebrand supports agentic employees and their initiatives. Promoting agentic behavior is important for keeping such key employees in the organization. Therefore, we argue that supporting issue selling is a key feature for becoming hybrid, as it is the people in the organization who do the work and promote positive outcomes. In the next section, we will look closer at how Storebrand communicates and marks such sustainability progress, as it has shown to increase motivation and engagement among the employees.

4.4 Marking and Communicating Sustainability Progress

Storebrand is considered a hybrid organization due to its strong dedication and emphasis on sustainability. They particularly care for eight of the UN

Sustainable Development Goals and have designed their business model to alleviate these social and environmental issues. In the course of our research, we have seen how Storebrand's communication and marking of sustainability progress has led to pride and engagement among the workforce. In both Storebrand and Siemens, communicating and marking progress is done internally within the organization and externally to the public. Both prove to be important factors when raising employee engagement and motivation for sustainability work through a feeling of pride. Moreover, the employees must understand the importance of the sustainability initiatives, and therefore, having knowledge about the issue is essential. For the organization to move in a hybrid direction, having employees who feel passionate about sustainability and thereafter act as change agents for the organization is beneficial. In the following sections, we will look into how Storebrand is marking and communicating sustainability progress and how this contributes to their hybridity by facilitating a more engaged workforce. We will highlight similarities with Siemens when they arrive.

4.4.1 How Storebrand Glows Internally to Shine Externally

Glowing internally to shine externally is a saying at Storebrand. They consider the work they do to make internal glow to be culture building, underscoring the importance of marking and communicating sustainability progress in this work. By focusing on their driving force, a future to look forward to, and implementing this into everything they do, employees feel more ownership of the work Storebrand does. When communicating and marking sustainability progress, Storebrand has an extensive toolbox. In this section, we will present how Storebrand marks and communicates sustainability progress. A brief description of their different tools is presented in Table 5.

Table 5. Storebrand's Communication Toolbox

Category	Examples of practices
General meetings	In general meetings with teams and managers, Storebrand often spends some minutes communicating and marking sustainability progress. E.g., informing employees about being ranked number 13th in the Forbes' 100 most sustainable companies globally.

Extraordinary meeting	Extraordinary meetings are meetings where employees are called in to discuss a specific sustainability-related theme or to receive information regarding its progress. E.g., the Brazil initiative concerning ending deforestation in Amazonas.
Storebrand Talks	Storebrand Talks is Storebrand's version of TED Talks. A talk should be short and engaging (rather than "perfect") and held by people who have a message they believe is worth sharing internally.
Sustainability School	A digital school that employees can engage in when suitable for them to learn more about Storebrand's sustainability progress and its importance.
Social media	Storebrand is active and shares their sustainability work on several social media platforms, such as LinkedIn, Facebook, Twitter, and Instagram. E.g., sharing being ranked as the most sustainable insurance company globally by Corporate Knights.
Intranet	A restricted communication network where the communication department or others from the management communicates sustainability progress and achievements. E.g., receiving a spot on the Dow Jones Index of the world's 10% most sustainable companies.
Yammer	Most employees actively use Yammer. It is a social network where employees can share their achievements, desires, or concerns.
Employee survey	Storebrand conducts monthly employee surveys to track job satisfaction, receive feedback and inputs on what is working, and grasp employee engagement for sustainability. Results from the surveys are communicated to the workforce.
Awards	Yearly, Storebrand nominates a Courageous Pathfinder at an internal event who receives an award for his or her extraordinary work. This award serves as an opportunity where Storebrand can put focus on and mark valuable sustainability progress that year.
Theme days	A day to focus on a specific sustainability-related theme, including activities to raise awareness and knowledge about the subject. E.g., marking the World Day for Cultural Diversity.
Posters in common areas	Storebrand has used posters in common areas to mark and communicate sustainability achievements. E.g., nominations for most sustainable funds.
Short films	Storebrand makes short films to communicate and mark progress. Both actors and employees have starred in films, and they are shared on the intranet and/or publicly. E.g., film where employees share diversity experiences.

Storebrand strongly believes in having informed employees. To provide information, Storebrand engages in everything from a quick brief about

Storerband's sustainability work in general meetings, to having extraordinary meetings with sustainability as a topic, and providing material through internal platforms. The information could be value-laden or more specific such as describing exactly how Storebrand is doing in different sustainability rankings. Storebrand further perceives how being active on social media is highly relevant for the employees, as they also follow Storebrand at LinkedIn, Facebook, Twitter, and Instagram. Moreover, by recognizing a yearly Courageous Pathfinder in an internal award, they are allowed to put focus on and mark that year's most valuable progress. Often, markings of great achievements are celebrated with a big cake or posters in the common area which also serves as a motivation to the workforce.

In 2021, Storebrand launched the Sustainability School, where employees can learn more about Storebrand's sustainability progress and its importance. Additionallty, Storebrand Talks has been a concept in the company for many years, and this is a learning arena for employees, as these talks are always open to the whole company. For example, last month they used one of these talks to focus on sustainability.

> Yesterday, we had a Storebrand Talks with the Swedish Head of Sustainability. She informed us how they had developed a special way to show our customers what climate footprint they have – Hållbarhetskartet. Many employees showed great interest in this. [Thea].

Storebrand continuously works on involving the workforce and clarifies why sustainability is relevant and valuable for all employees. In this work, many employees participate and share insights on how Storebrand can make their communication better and more applicable. This is encouraged, and employees' ideas are received with great interest. By including the workforce in discussions, Storebrand manages to better appeal to the employees. Storebrand does not believe in having answers or solutions written in stone because then the message is dead upon arrival. Therefore, they emphasize a culture of discussions and open conversations where the platform Yammer has proved great results. Often, employees copy sustainability articles from the intranet and post them on Yammer to create discussions and cheer on the employees involved in the sustainability initiative or the organization as a whole. Yammer creates a culture for open discussions and transparency. This environment allows for more unified collaboration and eventually progression in enhancing sustainability.

When celebrating the World Day for Cultural Diversity 21 May 2021, Storebrand created a relay where employees could engage in discussions concerning what Storebrand is doing well regarding diversity and where they can improve. Employees are encouraged to share experiences openly, as this further establishes an open culture. In their work with diversity, Storebrand has made a short film named Storebrand's diversity monologues which is published on their intranet. Actors play out stories told by employees that they want to share. Further, employees are encouraged to add assessments on the public portal Equality Check, promoting Storebrand' transparency. This portal can also provide information regarding their progress and opportunities in this area.

Transparency is essential in Storebrand's strategy. They are transparent in every aspect of their communication, from Yammer to their official reports. This transparency makes them trustworthy, and it is much about keeping their house in order, as they say. For receiving an indication that their work is functioning, Storebrand conducts monthly employee surveys. These surveys are meant to provide input on employees' job satisfaction and engagement for sustainability, among others. Its main purpose is to grasp what is working and what is not working. Furthermore, employees have the opportunity to give feedback and suggest changes in the surveys. The survey results are often used to mark and communicate progress and extract quantitative data regarding engagement for sustainability in the workforce.

Storebrand describes a balance between communicating progress and achievements on one side and communicating intentions on the other side. They are careful with emphasizing what they aspire to become as they perceive actions to speak louder than words. However, by communicating their desires, a more substantial obligation to proceed with ideas occurs. Nevertheless, they have a strategy of being smart and agile, which they have to live up to. This strategy influences their communication in a way that makes them hold back on how they will go about changes, as they intend to learn as they go. Being trustworthy in everything they do is important to Storebrand. Therefore, they often communicate and mark progress after results are achieved. This way, the message becomes more genuine, and people will more readily take it into account. Employees receive small exposures as to what Storebrand is working on during the process, and when the organization then goes out and officially communicates something, they already have credibility.

Other than this, Storebrand emphasizes how they do not have more specific ways of marking and communicating sustainability progress. Instead, it is something that is integrated into everything they do.

4.4.2 Communicating and Marking Progress – Resulting in Pride and Engagement

Communicating and marking progress has been found to result in pride and engagement in the workforce. What stands out regarding this topic is how the external communication and marking is indicated to be most valuable due to how recognition externally seems to have the most impact on pride. Especially, receiving international sustainability ratings and awards is found to increase the feeling of pride in the workforce. Both for the sustainability initiatives itself, and for the organization as a workplace. Being able to show to one's workplace as a sustainable organization that contributes to society is important for employees.

> Everything Storebrand does regarding sustainability creates an extreme internal pride. And I do not want to say that everyone who works at Storebrand is passionate about sustainability. I cannot say that. But, I see when we post things both internally and externally, there are a lot of people who say that somehow they are proud that they work at Storebrand, and I think it is a very strong culture-building. That might be something people are proud of then. That they can say that they work at Storebrand because of that sustainability work. [Fredrik].

As Fredrik states above, passion for sustainability does not lie internally in everyone. Yet, passion for sustainability is an important link to pride in the workforce. Thus, we see an interrelationship between the two. Passion for sustainability leads to pride when the organization can communicate and mark progress. Pride, on the other hand, can contribute to more passion for sustainability as employees want to continue with something they get recognized for. Fredrik highlights internal pride as something that occurs due to the admirable work Storebrand does in terms of sustainability. All employees at Storebrand might not have a strong connection to sustainability. Yet, they find working at an organization with a bigger purpose to be engaging.

We can find the same at Siemens, as they strive to be an employer of choice by continuously improving their attractiveness through communicating and marking their sustainability progress to keep engaged and motivated employees

(Siemens, 2020). By communicating their sustainability progress, Siemens has made their hybridity into a business opportunity and competitive advantage due to how sustainability plays a significant role for pride and engagement among the workforce (Siemens, 2012). Moreover, in their 2012 sustainability report, Siemens wrote that they wanted to use social media to communicate their initiatives to ensure that their target group perceived them to be a desirable employer (Siemens, 2012). To communicate one's sustainability efforts is recommended, as research on the field has shown sustainability initiatives to be efficient when attracting the best employees (Lee & Jay, 2015). The same is found in section 4.2 of this research paper. It seems like Siemens have managed to communicate their efforts successfully, as they state in their 2020 sustainability report that "employee feedback on social media posts indicate that our contribution to society makes our employees proud to work for Siemens" (Siemens, 2020b, p. 21). Further, indicating how their contribution to society provides business value to the company.

When Storebrand communicates its sustainability initiatives to the public, its employees can proudly share and show its workplace's admirable work. By posting achievements internally and externally, Storebrand manages to build a culture that feels strongly for sustainability issues and get an intrinsic motivation to serve as prosocial agents.

> That Marcus [Nordic Head of Sustainability] front our sustainability work in the media is more important than sharing it internally. Fronting the company publicly seems more meaningful. But of course, putting things in systems internally, which he also works with, is very useful. But personally, I have to say that I get more proud and engaged when Storebrand communicates its progress externally. [Morten].

In our research it has been observed that external recognition has been shown to increase the feeling of pride in a way internal communication cannot, as other peoples' appreciation is more efficient. The same stood out at Siemens, where one employee states, "It is fantastic to work at a place that gets rewards" (Siemens, 2017), indicating the pride and excitement that follows external recognition. Accordingly, Siemens has focused on receiving recognition of its sustainability achievements (Rangan et al., 2016), such as being listed on Dow Jones and other awards of most sustainable companies globally. We identify recognition for sustainability work to be important for employees. In the next section we will look into an ongoing example of how Storebrand marks and communicates progress and

recognition in the Brazil initiative presented in section 4.3, and how this has created pride and engagement in the workforce.

4.4.3 Communicating and Marking an Ongoing Initiative: Storebrand's Practice When Communicating Progress Lacking Actual Results

Storebrand received a great deal of recognition in the media worldwide due to their initiative regarding deforestation in Brazil, which led to much internal pride. They made sure to share the story of the initiative internally at an early stage, with a focus on recognizing and honoring the change agents involved in the case. In their 2020 annual learning and development day, Storebrand dedicated much time on communicating and marking the Brazil initiative. The award of that year's courageous pathfinder went to Sarah, the issue seller, to mark the importance of agentic employees who serve as role models for the rest of the workforce. However, Storebrand also emphasizes that they should celebrate by lifting the organization as a whole, as they believe all employees contribute to Storebrand being the great and sustainable workplace that it is.

The Brazil initiative has been especially challenging to communicate and mark as it extends over a longer period of time and the results from the initiative have not been shown yet. Storebrand does not want to celebrate until a real change is achieved, and therefore the big marking is spared and instead they communicate and mark the progress that is made. Fredrik, an employee at Storebrand, has the following to say regarding how they communicated the progress with this initiative:

> Storebrand has well-established channels for communication with employees, customers, and journalists. Our pressroom spreads news widely, and it is a good starting point for further communication. Here we try to tell what has been done, what has happened, why this is big, and why this is important. For the Brazil initiative, it is not a matter of course that Storebrand enters a dialogue with other countries' authorities in this way. Therefore, it was important for us to communicate why Storebrand did exactly that. Climate change is one of the biggest crises we are facing, and the crisis with deforestation will affect us all. We had to communicate that [Fredrik].

We see how communicating results is not emphasized yet, but instead, the focus is upon stating the importance of the issue and the progress made so far. By lecturing about deforestation's importance on the climate and showing that Storebrand takes a stand in the fight for climate change, pride arouses. In the next section, we will

look into the relevance of having knowledge and a correct understanding of sustainability for becoming proud and engaged by the progress an organization makes for sustainability.

4.4.4 The Importance of Knowledge and Understanding Sustainability

By communicating and marking the sustainability progresses and how Storebrand alleviates social and environmental issues, they manage to create a positive relationship with the customers and employees who see the importance of such activities (Lee & Jay, 2015). However, if the employees do not understand sustainability and what it entails, we assume the pride and engagement to be limited. An employee at Storebrand whose engagement has been enhanced by receiving more knowledge and understanding about sustainability is Line. Line works with sales, where she primarily recruits new pension customers to Storebrand. Before she joined Storebrand, she worked in a completely different industry and had no indications of how finance is linked to sustainability. What was most striking to her when becoming a part of the Storebrand team was how well sustainability was integrated into the business practices and how important Storebrand's sustainability work is globally. Learning about sustainability during her first months at Storebrand served her with great astonishment as her knowledge in this subject was limited. This is how she explains her reaction when receiving a better understanding about the issue:

> I remember thinking "Wow, this was actually really smart! Of course, this is great." Then sustainability went from an external to internal motivation. It started to influence me in my personal life as well. I became so conscious. We talk so much about investing in fossil-free funds and the value it has for the future and how it gives a good return. But all the changes in choice of food, riding the bike instead of taking the car, and traveling more with public transport… I was more conscious. I have gone through a change process, and now I kind of feel like a better person. I know that what I do is good, and I do all the little things I can to contribute. (...) We have courses all the time which makes me more engaged because I get a better understanding and see the basic values of sustainability. [Line].

By receiving knowledge about and understanding sustainability, Line got personally engaged in the subject. When Storebrand invests in educating their workforce in sustainability-related themes, employees are more affected by the marking and communication of their sustainability progress. By supplementing the

training with examples of how Storebrand's efforts are contributing to society, the employees are more likely to understand the importance of the progress they make. To achieve this, Storebrand has created a voluntary sustainability school. They emphasize that offering voluntary initiatives for learning about sustainability is the key to creating a culture that supports sustainability. Moreover, the knowledge will more likely result in engagement and pride. Research justifies this, as Bolino and Grant (2016) found coercion or mandate from the employer to prove limited effects on prosocial behavior.

> Having everything mandatory does not work. I do not believe mandatory schooling equals people taking the information in. And we have to build culture. We have to build brave employees who take part in the experience and join the journey. Who goes through a change both in themselves and in the organization. [Thea].

4.5 Opening for Green Job Crafting

In this category, we explore how opening for green job crafting promotes hybridity. Both Storebrand and Siemens are open for their employees to indulge in job crafting by allowing them to actively shape their tasks, the way they feel about the relationship between the task, and social relationships in their job (Wrzesniewski & Dutton, 2001). When engaging in job crafting to include more sustainability initiatives, the organization as a whole becomes more hybrid. As cognitive job crafting does not need an opening from the employer to engage in, this section will mainly focus on job crafting in the form of shaping tasks. Further, opening for green job crafting has a positive effect on job satisfaction and organizational commitment (Leana et al., 2009), leading to lower turnover intentions. This is explained by how employees seem to be more engaged when they are allowed to work with what they find interesting and meaningful.

> It is not a problem to work around the clock when it is fun. Then you have found your way into the zone. I think this gets even stronger when you are in a sustainability dimension, because you get a longer prospect and you see the global perspective. [Maria].

The quote above demonstrates how sustainability serves as a huge springboard for taking extra initiative at work. For employees who act as social change agents, self-efficacy has been identified as a common characteristic, and we thus consider it to be an essential key for engaging in job crafting. Furthermore, when employees

engage in green job crafting, their agentic behavior increases as they work with what they find interesting and meaningful. Therefore, organizations should open for green job crafting so employees can help the organization towards a more sustainable direction. Storebrand engages in this; however, they emphasize how some positions are more closed such as customer services. Employees working at customer service cannot make significant changes to their task, because there are customers waiting in line to receive answers to questions. In the following sections, we will look into how three employees at Storebrand have crafted their jobs to be able to work with what engages them and how this has influenced Storebrand. After presenting these three examples, we will highlight which employees and types of positions that are encouraged to engage in job crafting in a more significant way than others. At last, we will shed light on how Siemens has opened for job crafting by establishing an ownership culture.

4.5.1 Nikolai's Discovery of a New Interest: Norway's First Fossil-Free Index Fund

We first heard about Nikolai when he was mentioned as a highly engaged employee at Storebrand in our first interview rounds. Those who talked about him found him to be an inspiration when it comes to sustainability, as he was all in it.

> Nikolai constructed the concept of solution-companies [companies with goods and services that improve sustainability] where his team created a completely innovative product for fossil-free index funds. He used his expertise to optimize and create a low carbon fund. (...) His interest in looking at solution-companies comes from him and not Storebrand's sustainability alibi. He has influenced many of the products Storebrand has today. [Maria].

Nikolai operates as a job crafter in his work at Storebrand, as he has implemented more sustainability improvement tasks than what his position initially contained. In this way, he has formed his position to extract from an increased work engagement and job satisfaction. At Storebrand, Nikolai is most recognized for innovating the fossil-free index fund among his colleagues. The idea came up in connection with the Paris Agreement. A colleague in the Swedish subsidiary who works directly with customer sales identified the need for a fossil-free index fund in the market. The colleague briefed his idea to Nikolai's superior, and Nikolai and his team got the assignment.

> People have been on that track [towards creating a fossil-free index fund], but I think we were among the first, also internationally. We may have done it a little more thoroughly, I think. And that it is perhaps important, that those who work with it not only do a minimum duty fulfillment of the requirements they receive, but that you have the motivation to shape the assignment. It is important to have the freedom and the desire to contribute. But historically sustainability considerations often come in from the side, and I think you see this a lot in our competitors. The challenge then has been to get those who sit on the investment side to want to approach beyond the minimum requirement. And I think that was what I did, and what has given excellent results. That I have had, on the climate side especially, a personal commitment to it. So I have done far more than I have been asked to do. [Nikolai].

Above, we see the importance of delving deep and doing a task thoroughly to create astonishing sustainability products that give a competitive advantage in the market. As Nikolai says, it is especially influential when working with sustainability which many see as a job they have to do on top of everything else. His commitment was mainly due to a deep interest and personal curiosity in the subject. When exploring the topic, he felt an immediate connection as the climate is essential when creating investment strategies and a particular issue one needs to consider. His interest in the subject grew the more he understood how paralyzed it all was; "The more you read, the more you realize that what the world is doing is madness."

Nikolai takes his work home because he finds it to be interesting and exciting. Spending his free time working is entirely voluntary and not a requirement from Storebrand. His engagement for sustainability was triggered from a work task that he found great interest in, and thereby he crafted the job by taking an extra initiative and doing it more thoroughly. "I view climate as a subset of sustainability. And for me, it is the part I have worked with the most and that I like best because there are a lot of concrete things happening there," Nikolai says. Hence, job crafting increased when working with something he found interesting. Furthermore, he finds his position at Storebrand to significantly facilitate green job crafting as he has the opportunity to structure his workday, allowing him to focus on what he finds interesting and especially encourage sustainability related topics. When managers use agency and adapt to an alternative role that empowers the employees, it produces an agentic capacity among the workforce, as has been seen with Nikolai (Spender, 2008). Moreover, agency in the workforce is defined by employees acting for, with, or through the organization, instead of under its authority (Cooren, 2018,

p. 156). Then, it is necessary for managers to release their authority and empower employees to craft their jobs.

> I have had freedom and not at least capacity in my workday. I have had the opportunity to say that "now I will turn these stones around because I believe in this." (..) And the role I have is very free in that sense, and I think that is very important. If it becomes too top-down with the delegation of work tasks, you will lose a little of the creativity you need to find great, new solutions. So, to gather those closest to the details and still give them time to spend their working hours on research and development is important. I feel that I have that in Storebrand because it has been clear from the top that this is a topic we want to work with and become good at. And then, all levels of leaders will lift one forward and provide opportunities for creative processes around it. [Nikolai].

Storebrand is opening for green job crafting by providing positions with freedom and flexibility. Employees are allowed to move outside of their original job description and are especially encouraged to do so if the aim is to work with sustainability related matters. From opening for green job crafting, Storebrand has been able to extract the full potential from Nikolai, who has delivered several innovative products to the organization. Moreover, by being allowed to craft his job he becomes more satisfied with his work and has stated that he has no intention of quitting his job. The latter is especially important for Storebrand's hybridity journey, as having social change agents on the team improves their sustainability achievements.

4.5.2 Ole Takes Sustainability Reporting to the Next Level

Similar to Nikolai, Ole is mainly concerned with sustainability. During his studies, he realized that he could contribute to something positive with his work. Therefore, he wants an employer where his work can have an impact on society and the environment. Ole has drawn from his engagement when working with sustainability reporting at Storebrand. Storebrand has tried to reach the Dow Jones index of the 10% most sustainable companies in the world without succeeding. When Ole was granted the project and the responsibility for achieving a place on the list, he detected the reason for Storebrand's low score to be linked to their activities regarding human rights. Ole explains how Storebrand does very well in this category, though they score low in all possible rankings concerning this issue. The reason for their low score was because tracking and communicating

Storebrand's work in this category was not included in anyone's job description. To turn this around, Ole shaped his position to include this task and made a document containing Storebrand's human rights actions and how different parts of the organizations work with this subject. The project demanded stamina from Ole, as he faced challenges when gathering data from some of his colleagues.

> I understand their resistance as documenting such actions is not the most exciting thing one can do. Finding a lot of different numbers on stuff no one is really measuring or using daily is not simple. Additionally, there are complicated questions, often in English, and many are not that steady in English. So, I face challenges getting people on board and wanting to deliver the data I need. Often, people have full workdays, and this does not fit in with what they usually do. [Ole].

Despite challenges during the project, Ole's work paid off and Storebrand reached the Dow Jones index in 2020. When questioning the Nordic Head of Sustainability whether reporting enhances hybridity, he said,

> With Dow Jones, in particular, it is a combination of a desire to communicate what we do and to become more sustainable. Ole engaged in a whole human rights mapping. A mapping for the whole group which made us score much better on it [human rights]. And then... Does it make Storebrand more sustainable? I am not sure. But it gives a better understanding of where our risks lie and what we can work on improving. [Kasper].

When looking at whether reporting makes an organization more sustainable, we believe it does. As Kasper says, it gives insight into where to improve, and then one can improve on these matters and become more hybrid. Moreover, the ripple effect from the recognition has been shown previously in section 4.4. External recognition from international rankings contribute to pride and engagement among employees, further leading to intrinsic motivation that promotes prosocial agency in the workforce, such as engaging in green job crafting and issue selling.

When working directly with sustainability, it happens that Ole meets colleagues at other departments who do not share the same engagement or understanding of sustainability and its importance. Some have taken a negative approach to it, and in these cases, Ole engages in what he calls adult training. When convincing colleagues, he takes inspiration from the book Green Jujitsu by Gareth Kane (2012), proposing that he has to adapt to those he talks to. He feels like he relatively often manages to turn around climate skeptics as they often have thin

arguments, mainly sourced back to Facebook. Ole is actively shaping his tasks to include educating the workforce to ensure their understanding of sustainability is correct, which we have discovered in section 4.4.4 to be important for raising pride and engagement of sustainability progress the organization makes. However, he highlights time pressure to be one of the biggest challenges for his crafting one's job. This is where Storebrand does well, by allowing employees to take from their initial working hours to work with what they find engaging.

In the Annual Report 2020, Storebrand highlights how their employees are the most important source of innovation, development, and growth (Storebrand, 2020). By opening for green job crafting, organizations facilitate so employees can be the drive for such changes. "It is important to be engaged and take the initiative to bring the organization forward. Demanding something extra from those who are not engaged or view sustainability as gibberish will not work," Nikolai emphasizes. Van Dyne and Saavedra (1996) confirm the importance of extracting the potential from the employees, stating that positive change agents are valuable contributions to an organization by inspiring creativity, innovation, and positive deviance.

4.5.3 Maria Takes a Leader Position to Enhance Storebrand's Reporting

Maria is another employee at Storebrand whose green job crafting has contributed to Storebrand's hybridity. She has an educational background that includes a business perspective, and therefore her initiatives are more integrated to both serve as profit and sustainability. Yet, we consider her initiatives to be driven by green engagement as she has explained that she suffers from the "guilt of being a privileged person whose lifestyle has a cost someone else is paying for." She is determined to use her career constructively to correct this error by making the world more sustainable. One of her biggest accomplishments is digitizing a part of sustainability reporting to make it more efficient. As this concept was outside of her work description, she engaged in job crafting by actively shaping her tasks and had to receive a mandate from her leader to proceed with the project. Her leader supported the idea and encouraged her to continue.

> Receiving a mandate to proceed was essential as I had to use my initial working hours to run the project further. (...) There is room for innovation, but one must know that it is a desired development from the company. (...) I assumed I would be allowed to proceed with my idea. I am okay with going the extra mile, and when I see that something that must be done, I have no problem working overtime to finish it. I believe there is a high

> level of trust which probably made it easier for me to be allowed to lead the project. Because they knew I would do what it takes. [Maria].

Increasing the efficiency of the reporting process can be viewed as a for-profit action. Nonetheless, it illustrates how job crafting is encouraged at Storebrand, as they want employees to engage in sustainability initiatives and make judgments themselves. However, Maria has also contributed with ideas for green non-profit actions, such as; establishing a collaboration with the app Goodify (an app making it easier for people to make a good deed), introduced the concept of the travel office, which is meant to nudge her colleagues to travel by train, and carried out plogging-walks (walks to pick up garbage) with her colleagues. Furthermore, when interviewing one of Storebrand's people managers, Thea, it was mentioned how a colleague raised the question of why Storebrand had cardboard cups instead of porcelain mugs. Much of what Thea calls "order in one's own house," are employees who have raised questions and pushed through ideas, though their initiatives are not related to their position or work description. The initiative to change coffee cups turned out to be among the non-profit actions Maria has made. Thea explains how it is an ownership culture that makes employees take initiatives to make Storebrand more sustainable. "It is clearly the people who push, and push, and push, on little things that move us in the right direction. And that everyone feels ownership to contribute", she says. In the next section, we will look further into the ownership culture at Siemens and how it has promoted job crafting.

As an ending statement to how Storebrand opens for green job crafting, we would like to highlight how Nikolai, Ole, and Maria all have a job description that entails sustainability tasks. Therefore, their positions indirectly allow them to engage in green job crafting. However, Storebrand ensures that people with more enclosed job descriptions also get the opportunity to craft their job if they desire, as long as it does not undermine their initial work tasks. Further, employees' drive and ability to do what it takes to achieve results is considered when managers open for job crafting. As Maria stated above, that her leader knew how she would work the hours it takes to drive the project forwards was an essential part of receiving a mandate to proceed. This is confirmed by one of Storebrand's people managers who states that prosocial individuals willing to go the extra mile are more likely to receive a mandate to shape their tasks.

> Job crafting comes in addition to everything else. It will not always fit in under the eight hours that is your initial work time. But by engaging in job crafting and spending some extra time on something you find interest in is really engaging – you get to work with so much cool stuff. You cannot change the world if you always make sure to take compensatory time off. [Thea].

Hence, Storebrand is more open to job crafting from certain types of employees. Additionally, the more defined the desired job crafting activity is, the more likely they are to provide a mandate to work on the idea. Storebrand does believe in a strength-based workforce, where employees get to use their abilities. Therefore, if an employee has a role that provides limited opportunities for job crafting, Storebrand is open to finding new positions or projects for the employee who has other desires. Everyone should have the opportunity to work with what one finds interesting.

> Suppose you sit at the customer center with a drive, and you work at Storebrand because you believe that you can contribute to change the world and communicate this. In that case, Storebrand has plenty of initiatives that make it possible to be engaged in different projects. There are many opportunities, and of course, it depends on what position you have. But most importantly, it depends on your inner drive. [Heidi].

4.5.4 Siemens Ownership Culture

Already in 2008, Siemens stated in their sustainability report that they would provide their employees "with a framework within which they can work and make decisions" (Siemens, 2008, p. 27). In 2020 they defined this framework as an ownership culture and recognized its path to be through pride and passion (Siemens, 2020b). We consider ownership culture to be similar to a workforce of job crafters as job crafting is defined as an intentional action, where employees actively shape their tasks, the way they feel about the relationship between the task, and social relationships in their job (Wrzesniewski & Dutton, 2001). Ownership culture is stated as a goal Siemens aim to achieve through their 2020+ vision. Based on their commitment to this goal, we assume that Siemens have understood the competitive advantage a workforce of job crafters can grant. Under this goal, Siemens strives to make ownership a unifying force to improve leadership, openness, diversity, and innovation.

Barbara Kux states that Siemens employees are inspired to make innovations for the Environmental Portfolio themselves and do not need to be

pushed into this as this type of green job crafting is in the DNA of Siemens (Rangan et al., 2016). Hence, the job crafting employees at Siemens are allowed to make are mainly to decide and shape their tasks. The ownership culture, on the other hand, opens for more cognitive job crafting. To open for green job crafting, Siemens promotes fun and excitement when doing something new (Siemens, 2021b). This is similar to how Storebrand provides their employees with the freedom to work with what they find interesting. By opening for green job crafting, we see how employees at both companies craft their jobs to make them more engaging. As two employees at Siemens puts it:

> I am given a lot of freedom to work how I want to. I have not been held to account too much by my manager. I work from home... There's a lot of opportunities to travel around the country so I really like that flexibility and freedom (Siemens, 2017, 0:49).

> It is not a big typical company you would expect. We actually have a lot of freedom. You are really allowed to do what you want to do if it makes sense for the company. It is kind of a different style compared to other big places (Siemens, 2018, 0:38).

Having this freedom is a stimulator for employee engagement and pushes the organization to more hybridity as it facilitates so employees can work with what they find meaningful and what supports their career development (D'Heur, 2015, p. 224). Our findings in this category demonstrate how opening for green job crafting promotes hybridity in an organization. Furthermore, we have seen how providing employees flexibility and freedom is a means to achieve this.

4.6 Walking the Talk: Cultivating Sustainability Values

In the course of our research, Storebrand's processes for cultivating sustainability values and making them come alive have been identified as a strength. This chapter will examine these practices and look more significantly into how they nurture courage. Storebrand does not have a set of defined values the employees should act after. Instead, they emphasize a driving force that lays the path for reaching their purpose of creating a future to look forward to. Nonetheless, a future to look forward to is a value-based view of what Storebrand should contribute to. By being customer-centric, employees contribute to a future with hope. An important aspect of Storebrand's culture work is how the organization lives by the same values it encourages in employees. Hence, they are walking their talk.

> You must be able to be brave, have integrity, and be very genuine. In all, you must be able to promote a sense of a future to look forward to for those around you and yourself. This is what we preach in all contexts. The leaders and top management do this well. They are clear when communicating our driving force. That is our direction overall in infinity. [Heidi].

That Storebrand is perceived to have high integrity, be genuine with its sustainability message, and have the courage to innovate and challenge is not a coincidence. It is due to how everything is communicated from the top and how the top managers continually ask themselves and reflect upon how they can assure a future to look forward to; are we brave enough? Hence, they make the message come alive. The top management at Storebrand shares the same driving force as the rest of the organization. They do not have their own set of principles to follow. By keeping it simple, Storebrand believes the message will get under employees' skin. Further, asking questions and involving the workforce in discussions, and allowing employees to interpret and give meaning to the driving force in an organizational dialogue is how Storebrand cultivates their values. It is not about creating and communicating values but discussing them. "We must not push the values down people's throats. It is more about creating engagement and involvement for them," as one of Storebrand's people managers Thea says. Their strategy for cultivating their driving force has proved valuable for encouraging employees to act according to the same principles. Next, we will examine how Storebrand has worked to promote courage in the workforce by implementing an award for celebrating courageous pathfinders each year. Further, in the last section, we will highlight this chapter's importance by looking into the big bribery scandal at Siemens, where cultivating sustainability values failed and the message was dead upon arrival.

4.6.1. Celebrating Courageous Pathfinders

Courage is a shared characteristic among Storebrand's workforce due to how the organization supports brave actions. The reason Storebrand values courageous employees highly is because they work as pathfinders for implementing more sustainability initiatives. Therefore, Storebrand facilitates so employees can take on responsibility; they have a culture that celebrates new ideas and is open to missteps. They know that improvement requires courage to challenge established truths, and to learn through trial and failure. For employees to act courageously,

they need to know that the organization has their back. That they encourage bravery. To promote this, Storebrand as an organization is involved in the practice they preach. They aim at being a courageous pathfinder for other organizations, leading the way to a more sustainable future. “We exemplify and make stories about how everyone can be brave. Nonetheless, that Storebrand as an organization can be that too,” an employee at the communication department says.

To demonstrate their encouragement of brave actions, Storebrand has developed an award named The Courageous Pathfinder. Every year, an employee who demonstrates the courage to find new pathways for achieving Storebrand’s purpose is awarded the Courageous Pathfinder Award. This award is handed out at the internal event The Storebrand Employee Day. Both Sarah and Nikolai have been awarded this prize, where Nikolai received it in 2017 and Sarah in 2020. Courageous pathfinders are essential for Storebrand to achieve their purpose of a future to look forward to (Storebrand, 2020). They emphasize how brave employees who dare to innovate and challenge are the main source of Storebrand’s sustainability achievements and a huge part of its driving force (Storebrand, 2017). When creating the concept of courageous pathfinder back in 2016, Storebrand did not fully understand what the concept entailed and saw it as a valuable exercise to constantly discuss what a courageous pathfinder is. Hence, the concept contributes to a culture where Storebrand constantly asks whether they have done enough. For succeeding with sustainability, Storebrand is dependent on their pathfinders. For promoting the courage it takes to be a pathfinder, Storebrand is open to failures and allows its employees to make mistakes as they value people who are brave enough to try. We saw precisely this with the case of Maria, where she pitched her leader an idea for making sustainability reporting more efficient. A task Maria had no experience with. Yet, her leader gave her and her chosen project team a mandate to spend some of their working hours leading this project forward. “There is room to try new things, and I have done stuff that has shown to be a dead-end, but then there is also room to fail,” Maria said. That Storebrand supports its employees to take action and has managed to create a culture that is open for creative idea work has shown to be important for employees engaging in sustainability work. By encouraging the employees to be social change agents, Storebrand is more likely to receive creative and innovative solutions (Van Dyne & Saavedra, 1996), and further reach their purpose.

4.6.2 The Big Siemens Scandal: Conduct Guidelines Dead Upon Arrival

To state the importance of cultivating sustainability values and making the message come alive, we will explore a worst-case scenario where this fails. A big bribery scandal hit Siemens in 2006 and 2008 due to a huge investigation that discovered how the company had paid $1.4 billion in bribes to government officials since the mid-1990s (Rangan et al., 2016). Already in 2004, professor Fang Zhao published an article concerning how Siemens has made efforts to address sustainability, yet there was an implementation issue (Zhao, 2004). The implementation issue has been confirmed by a former Siemens employee, Per-Yngve Monsen, in his book Mole in Siemens. Monsen entered the position of project economist in January 2000 and held the position until 2004. During 2001, he recognized some disturbing numbers regarding SBB's (Siemens Business Services AS) transcripts for the deliveries to The Norwegian Armed Forces. The products were sold at a larger profit than the company was allowed to, and the CFO wanted to hide the illegality (Monsen, 2010, p. 19).

During the end of 2001 and the beginning of 2002, all employees at Siemens received a business conduct guideline with rules and consequences if breached (Monsen, 2010, p. 22). There was no discussion around the message or opening for insights. The message was dead upon arrival and the company demanded its employees to sign the documents. In Norway, the campaign did not affect the managers' unethical business practices. However, it made Monsen eager to notify as the BCG (Business Conduct Guidelines) marked how employees were responsible if they knew about unethical practices and did nothing about it. He, therefore, tried to notify casually on several occasions which was not well received.

> So far, I am sure that it is the headquarters in Germany that will receive the next report. (...) Appendices related to transfers and allocations of funds to the Norwegian Armed Forces must be submitted. By following these documents, the audit should resolve quite a few illegal transactions internally and externally. (...) According to the ethical guidelines, it is completely legal to notify anonymously. Identification and further dialogue with the sender are also not necessary for the recipient, although it will always be advantageous for those who are to review the conditions (Monsen, 2010, p. 33) (...) The Business Conduct Guidelines also refer to a specific procedure for the recipients of such letters. Everything must be handled confidentially, and revenge actions must not be tolerated under any circumstances. (Monsen, 2010, p. 34).

Monsen had the courage to notify people of higher authority, though he feared for his job when doing this. He decided to have faith in the company and the BCG (Monsen, 2010, p. 33). What he did not know then was that the BCG did not exist. It was a piece of guidelines lacking actual meaning. After sending the report, it took some time before anything happened. And what happened was that he lost the privilege of home office without any reasoning, though he quickly realized that this might be related to the report (Monsen, 2010, p. 37). Additionally, the director in Norway got promoted in the aftermath of the notice. Therefore, he sent another report where he stated the importance of not compromising on business ethics (Monsen, 2010, p. 38). The feeling of having done a good deed was soon replaced by a feeling of stupidity when he saw an extraordinary meeting notice appearing on his computer screen.

> The boss gets up as I dump powerlessly into the chair. At the same time as he slaps some papers on the table, he roars furiously: "WE HAVE A MOLE HIGH UP IN THE SYSTEM. HE MUST BE FOUND AND KICKED OUT!" (Monsen, 2010, p. 7).

After the meeting, Monsen is confused. How could the ethical guidelines be so ignored in a company like Siemens, and how can so many of the international and national leaders share the same indifference? He emphasizes that the report was sent to six top managers in different parts of the organization and should have led to action according to the BCG. Further, that Siemens had spent huge sums on implementing ethical guidelines should not reduce the probability of correct treatment. Nevertheless, he is astonished that those who are accused of illegalities even get to hold a meeting aimed at taking the "mole" who has been notifying Siemens about the circumstances. "That says a lot about the living conditions of the Business Conduct Guidelines – they do not exist!" (Monsen, 2010, p. 41).

The story of Monsen's fight demonstrates how important it is to successfully cultivate sustainability values and make them come alive in the organization. There is a need for a culture supporting the message and having an open dialogue about it at every office globally. At Siemens, the BCG was handed out in silence and demanded to be signed by every employee. Hence, it seemed to be more for a show, than encouraging employees to act upon it. There are theories for how this scandal could happen. Though Siemens was aware that a successful implementation of sustainability starts at the top of the organization (D'heur, 2015, p. 211), they had

too much focus on the financial results and therefore had a long way to go to integrate a triple bottom line (Zhao, 2004). After the scandal, Siemens took action to reconstruct its reputation. In 2013, Joe Kaeser entered the position of CEO with a craving to make Siemens better for the coming generations (Dan Croitor, 2018). He states that this is a genuine desire, as he does not care about money or power (Dan Croitor, 2018). It is more about a feeling of owing the people, the employees, the country, and the next generation because that is what makes a difference in the end (Dan Croitor, 2018). In 2004, Zhao points to how the business had to develop "a sense of corporate responsibility to act on it" (Zhao, 2004, p. 62), and today, Siemens culture is embossed by an ownership culture (Siemens, 2020b), where integrity is not viewed as optional but to be "the non-negotiable basis for the actions of every individual employee and every Siemens business unit as well as our partners and customers" (Siemens, 2021a, p. 4). They encourage integrity, genuineness, and courage by shifting from a rule-based to a value-based corporate culture (Siemens, 2009, p. 24). In this value-based culture, compliance lives as a core element of responsibility and integrity and continues to be a high priority within the organization (Siemens, 2009, p. 24).

PART V: DISCUSSION

5.1 Summary of Findings

We have presented the findings from a qualitative study investigating how organizations can foster agency for a hybrid agenda. Based on interviews at Storebrand, we have identified five practices promoting agency, where some are supported by archival data from Siemens. The five practices Storebrand engage in for promoting agency is divided into the following categories: (1) Attracting and grooming pathfinders, (2) supporting issue selling in the sustainability realm, (3) marking and communicating sustainability progress, (4) opening for green job crafting, and (5) cultivating sustainability values.

The first practice of attracting and grooming pathfinders involves communicating one's sustainability efforts and being trustworthy with the message to attract change agents. By recruiting value-based, the organization has a mechanism for attracting the right people. Moreover, facilitating freedom and flexibility in positions serves as means for grooming agency among the existing workforce. The second practice emphasizes how issue selling in the sustainability realm should be supported by encouraging employees to raise attention to complex problems. By launching programs aimed at encouraging participants to engage in issue selling and recognizing courage, organizations can foster a culture supporting issue selling. The third practice, concerns what tools an organization can use for marking and communicating sustainability progress, and how this results in an internal pride and engagement for the progress. However, this depends on employees' understanding and knowledge regarding sustainability as this can influence their perception of the progress' importance. The fourth practice implies how organizations can open for employees to actively shape their tasks to include more sustainability work. Job crafting serves as a means for working with what one finds interesting, and the organization must provide freedom and flexibility for employees to facilitate this. Organizations should therefore facilitate this for positions where it makes sense to do so and find alternatives for employees in more bounded positions. The fifth practice, cultivating sustainability values, emphasizes how organizations should work on making their values come alive. By involving the workforce in discussions and allowing employees to interpret and give meaning to the values, this is achieved.

Based on our research, we have developed several practices that promote agency in the workforce. This is valuable for organizations due to how agency enforces hybridity. However, as we have explored, agency lies internally in some individuals and is much based on their level of perceived self-efficacy. Hence, agency is partially independent of what an organization does. Nonetheless, for an employee to utilize their agency for the benefit of an organization, the organization must facilitate, encourage, and support agentic behavior. If not facilitating or opening for this, the organization could lose pathfinders, who are valuable for finding new and creative ways to reach hybridity. Thus, we conclude that it is essential for an organization to foster agency in the workforce when having a hybrid agenda so employees with high self-efficacy can utilize this strength to promote and implement sustainability initiatives successfully.

In the following sections of this chapter, we will discuss the theoretical and practical implications, followed by a presentation of the limitations of our research, and finally a suggestion for future research before we reach the conclusion of our thesis.

5.2 Theoretical Implications

This thesis explores how organizations can foster agency for a hybrid agenda. In our research, we have identified five practices for how Storebrand fosters agency in their workforce (see Table 4). Storebrand is perceived as a hybrid organization due to its success with sustainability work. Therefore, a study of its practices can be valuable for the literature of agency and hybrid organizations. Current literature on hybrid organizations includes the importance of employees; however, little or no research provides a link with the agency literature. In the following two sections, we will look at how this thesis has contributed to the agency literature and the literature on hybrid organizations.

5.2.1 Theoretical Contribution to the Agency Literature

The most prominent contribution to the agency literature has been finding practices for promoting agency in organizations. Moreover, we propose an interrelationship between the five practices identified, where they are embedded and enhance each other. Therefore, we consider an organization that implements all five to have a higher chance of succeeding with fostering agency in their workplace. Hence, implementing one practice will demand the implementation of more for

achieving results. For instance, the first practice of attracting and grooming pathfinders proves the importance of implementing activities for communicating and marking sustainability progress, as pathfinders outside of the organization will seek organizations that excel at this matter. Additionally, when engaging in job crafting, where one includes the task of teaching colleagues about sustainability, one contributes to what the work organizations do to increase knowledge and understanding of sustainability for making employees more engaged and prouder from the progress made. We further argue that being trustworthy is essential for all practices to be successful, as agents need the organization to lead by example. Hence, the last practice of cultivating sustainability values must be in place for embedding all five successfully.

This thesis has also served as a contribution to the agency literature by finding support and supplementing existing theory with practical examples. First, we have found support for Bandura's (1997, p 3) statement of how self-efficacy is the key to human agency. The agents interviewed in this study have extraordinary stamina and engagement for the changes they engage in. They are set on reaching results and will not rest or become entirely satisfied until the goal is reached. We propose that this finding proves how the agents who participated in this study have a high perceived self-efficacy. We have thereby supplemented existing literature on agency with practical examples of how agents engage in activities such as issue selling and job crafting to make changes. Moreover, we have found evidence to what Bass proposed in 1998 (p. 21), that agents are willing to sacrifice themselves for helping the group accomplish its goals. Agents of our study had an intrinsic motivation that drove them to work day and night to reach the desired results, where they perceive the group Bass emphasize to be the society as a whole, and the goal is to make a sustainable world.

Second, when looking at human agency in an organizational context, Cooren (2018, p. 156) emphasizes how agency cannot be provided by the organization but must be expressed by the employees. Additionally, Bolino and Grant (2016) state that intrinsic motivation is necessary for prosocial agency as coercion or mandate from the employer will prove limited effect. Our research explored how organizations can influence agency among the workforce indirectly by attracting agents to the workforce and facilitate agentic behavior. Therefore, we found arguments that show minor respectful disagreement with the authors above,

carrying their statements as a grounding for our research and discovering loopholes for how organizations can influence employee agency.

5.2.2 Theoretical Contribution to the Hybrid Organization Literature

Our research has contributed to the literature on hybrid organizations by implementing the concept of agency into it, finding evidence for how agency is stronger when there is a purpose behind it – such as contributing to a future to look forward to. The literature on hybrid organizations includes elements related to employees, and the most central is how being hybrid is valuable for attracting the best employees (Lee & Jay, 2015). In this thesis, we have found support for this statement by assuming agents to be among the best employees. Furthermore, our findings indicate the importance of agentic employees for organizations aiming at becoming hybrid. Hybrid organizations are defined as organizations that aim to alleviate a particular social or environmental problem (Haigh et al., 2015), and agents serve as springboards for finding what problem to alleviate. Moreover, they come in valuable for discovering the path to a possible solution. Ehrenfeld (2005) addressed how it is not enough to tame the problem to become hybrid, and agents engage in activities focusing on results and addressing the whole challenge and complexity of the problem as Ehrenfeld (2005) demands. Overall, prosocial agents who have sustainability as their driving force will have a stronger emphasis on not compromising future needs for the financial gains of today. Hence, they will have the motivation for finding solutions that will contribute to the organization's hybridity by not over-valuing for-profit actions.

5.3 Practical Implications

The production of goods and services serves a direct negative impact on the environment (Andersson & Bateman, 2020; Bansal & Song, 2017); therefore, we see it as a necessity that organizations contribute and take their share for turning the ship around. For alleviating social and environmental issues, organizations depend on agentic employees to make them more hybrid. The findings in this thesis have practical implications for organizations that seek to foster agency for a hybrid agenda. First, organizations should be aware of the value of attracting and grooming agents. Communicating the organizations' sustainability efforts encourages people already engaged in sustainability to come and work for the organization. Moreover, to ensure that these employees remain in the organization, it is essential that the

organization grooms agency by providing freedom and flexibility in positions. Second, organizations should support issue selling in the sustainability realm by encouraging employees to raise attention to complex problems. In organizations where issue selling is uplifted, employees engage in fostering social change, which can serve as a key feature for organizations that aim at becoming hybrid. Third, organizations will benefit from marking and communicating their sustainability progress as it creates an internal pride that allows the organization to shine externally. To mark and communicate sustainability progress, organizations can draw from several methods presented in Table 5. Fourth, organizations should open for green job crafting. Employees expected to initiate new ideas and innovations to make the organization more sustainable will benefit from being incorporated in a workplace that allows employees to actively shape their tasks to include more sustainability work. Overall, when working with what one finds interesting and meaningful, employees are more engaged and energized to take the extra efforts necessary to make the organization more hybrid. Fifth, organizations should focus on cultivating sustainability values. Organizations should focus on making the values come alive by asking questions, involving the workforce in discussions, and allowing employees to interpret and give meaning to sustainability values. Finally, an important admonition should be made: The interrelationship between the five practices in this research is proposed to be existing and strengthening. For instance, when initiating the third practice of communicating and marking sustainability progress, organizations will strengthen the first practice of attracting and grooming agency. Hence, we propose that all five practices are embedded.

5.4 Limitations and Future Research

The purpose of our study was to offer a link between agency and hybrid organizations, where we have found an agentic workforce to prove valuable when moving to a more hybrid direction. We have looked into how organizations can foster agency for a hybrid agenda in a practice-based view. The research resulted in five practices an organization can implement for promoting agency. However, there are some limitations of this study that we will emphasize next. These limitations will also provide the foundation of our proposal for future research.

A significant limitation of this research is how the data collection has consisted mainly of interviews and no observations. Due to the Covid-19 pandemic, there were no possibilities to visit Storebrand's office and observe how the

employees engaged in their workdays. Moreover, the number of participants in this study is insufficient to make remarks about whether the findings are representative of the whole organization. One limitation regarding this is how the agents we have interviewed primarily hold positions that allow them to engage in agentic behavior. To alleviate this limitation, we engaged in a meeting with two Storebrand employees from the HR and communication departments to discuss our findings and whether the informants from Storebrand perceived the findings to represent the organization as a whole. A second limitation, also linked to interviews, is how we could have strengthened the comparison of our two cases if we had access to interviewing employees at Siemens. Our data from Siemens is based on archival materials, and there were limited data linked to our research topic. Hence, more research on how organizations foster agency for a hybrid agenda is required to generalize the findings of this thesis. The proposal for future research is to engage in a quantitative study of the five practices and their interrelationships to strengthen our theory. Therefore, we encourage researchers to examine the five practices presented in this thesis more thoroughly to look for interrelationships or different combinations of practices. Furthermore, the list is not complete. Hence, more practices can complement the existing findings.

5.5 Conclusion

> In generations before us, there have been many battles. Our ancestors have fought world wars, and they have fought pandemics. Our generation's biggest war is climate change. That is the war that will define us and our whole lives. (...) I truly get engaged by having people around me that sincerely care for sustainability. To feel that people engage in work that positively contributes to sustainability, not because they have to or because the company wants to achieve good PR, but because we at Storebrand want to make an impact. We want to create a future to look forward to. [Fredrik].

"We all know the truth: But in times of crisis, the wise build bridges, while the foolish build barriers," – T'Challa in 'Black Panther' (Coogler, 2018). Hybrid organizations are among the wise who invite entrants to their markets (Haigh & Hoffman, 2012). They carry a purpose bigger than monetary gains and understand the need for collaboration to find solutions to alleviate or compensate for a social or environmental problem (Haigh et al., 2015). By having transparency and inviting others to learn together, they believe they can fight the biggest war of our time –

the war between humanity and the climate crisis. In these organizations, it is the people we are dependent on: The courageous pathfinder who will inspire creativity, innovation, and positive deviance (Van Dyne & Saavedra, 1996) to fight the war. Hybrid organizations are known for involving the employees in decision-making and training them in sustainable activities (Haigh & Hoffman, 2012). By engaging in practices that foster agency for a hybrid agenda, more pathfinders can enforce an extraordinary change by exceeding demands and expectations, defeating constraints, and creating or seizing opportunities (Bateman & Porath, 2003, p. 125) will occur in the workforce. We are dependent on the pathfinders who genuinely care for sustainability to be able to make a change. Only those who have a high perceived self-efficacy and believe they can change the world will engage in such activities. It takes an agent to encourage the challenge, as they are the ones carrying a higher purpose and who will engage in helping others develop the same (Quinn & Wellman, 2012, p. 753).

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