Ethics of the firm, for the firm or in the firm?

PURPOSE OF EXTRINSIC AND INTRINSIC CSR IN SWITZERLAND

1 INTRODUCTION

Despite the increased recognition and emphasis on Corporate Social Responsibility (CSR) as a topic and highly formalised CSR control systems, numerous well-publicised problems and scandals often involving Multinational Enterprises (MNEs) continue to emerge (Osuji, 2011; Asif *et al.*, 2013). These companies are mostly extrinsically motivated in CSR. They operate with highly formalised CSR systems that in many cases miss the prevention of anti-social and illegal behaviour (Osuji, 2011). This might reflect the failure of extrinsic CSR to integrate the ethical dimension and/or the failure of intrinsic CSR to formalise and thus benefit from economies of scale (Looser and Wehrmeyer, 2015d). Currently the conviction is growing that if CSR is to have a meaningful impact it should be a matter of morale and ethical values rather than a formalised management tool.

This follows the recent shift in the CSR debate, which emphasises not to look any longer at strategic processes but on intrinsic motives and corresponding organisations that maintain CSR because it is a part of their culture (Lorenzo-Molo and Siloran Udani, 2013; Asif *et al.*, 2013; Looser and Wehrmeyer, 2015b).

Culturally embedded CSR is often reported from Small and Medium-sized Enterprises (SMEs) so that studying small firms with informal and non-systematic approaches to CSR by matching them against large organisations following “the business case” for CSR can shed light on different motives and manifestations of CSR. The research focuses on a sample of small and large companies in Switzerland aiming at a comparison of key motivation for CSR related to CSR performance and company size.

In order to collect data that cover such a wide range of different CSR aspects a broad definition of CSR is needed: “In general, corporate sustainability and CSR refer to company activities – voluntary by stakeholder definition – demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders” (Van Marrewijk, 2003) is adopted for this purpose. Hence, CSR as a concept should support positive behaviour in companies. Its function is not primarily to point at actions companies should not take but to promote responsible business practices (Scherer and Palazzo, 2007; Arend, 2013). This less utilitarian view on CSR may question the absolute primacy of the profitability motive of CSR and attributes companies to the role as societal actors that reinforce wider responsibilities (Arjaliès and Mundy, 2013).

Switzerland has a long tradition of smaller companies concerned about values such as integrity, sincerity, and transparency rooted in their tradition and deeply embedded virtues (Berger *et al.*, 2012; Gentile and Lorenz, 2012).

Accordingly, CSR in Switzerland is mostly intrinsically motivated, thus, not predominantly guided by regulation and formalisation or financial interests, as a recent stakeholder analysis among different stakeholder groups showed (Looser and Wehrmeyer, 2015a). This cultural background and system allow therefore the comparison of extrinsic and intrinsic motives for CSR. The latter is strictly followed by Swiss SMEs whereas MNEs often follow the former principle, as a network analysis of interests and concerns in Swiss CSR substantiated (Looser and Wehrmeyer, 2015a).

So far, the differences between intrinsic and extrinsic CSR in Switzerland, or SMEs and MNEs respectively, are not clearly assessed and need a closer look. In order to do so this study asks: How are companies motivated for CSR and how does CSR manifest in Swiss SMEs compared to MNEs?

In order to answer these questions the paper is structured as follows: the next section outlines the theoretical framework and principles used here as well as the “Swiss

arena”, whereas section 3 is dedicated to methodology. Section 4 provides the results that are discussed in Section 5. Conclusions follow in Section 6.

2 THEORETICAL FRAMEWORK

In the 18th century the French philosopher Jean-Jacques Rousseau defined “the social contract” between business and society as a “symbiosis” enabling social members to act independently in a civil society that share the same will (Bichta, 2003). Several authors e.g., Carroll (1991), Bichta (2003), or Campbell (2006) argue that CSR is “a moral duty” and that the “core” of CSR is exactly what Rousseau defined as the social contract. For centuries, the CSR concept attracted a lot of controversial attention. Some found CSR to be irrelevant to business (e.g., Freeman and Liedtka, 1991). Others (e.g., Friedman, 1962; Friedman, 1970) indeed see the relevance of CSR but think of it as a distracting idea for business. A number of authors (Banerjee, 2008; Weber, 2008; Claydon, 2011; Sridhar, 2012) regard CSR as an important business strategy to enhance financial performance.

CSR can help in defining the “rules of the game” and in ensuring conformity with rules by signposting movements from “ought” to “must” (Osuji, 2011). However, the broad divergence of arguments in intrinsic/ethical and extrinsic/instrumental CSR deserves an in-depth exploration in the next section.

2.1 Intrinsic vs. extrinsic motives for CSR

Within the CSR debate there are two major lines of thought: 1) CSR is either a commercial instrument and extrinsically motivated or 2) based on intrinsic (or idealistic) reasons, which makes it a moral activity.

The former, the “business case” for CSR, is driven by the assumed win-win relationship between CSR and financial success (Porter and Kramer, 2006). It often focuses on an increase of legitimacy by improving image, market share, or profit and on using a certified management system. Extrinsic CSR does rarely support societal needs for its own sake rather it reflects pure corporate discretion. Thus, in a system of extrinsic CSR, CSR is formalised and aimed at external recognition (Matten and Moon, 2008), has a strategic purpose and goal, and a commercial pursuit.

Apart from many others, Porter and van der Linde (1995), Simms (2002), Norman and MacDonald (2004), Kotler and Lee (2005) state that companies can actually profit from this strategic engagement in CSR by gaining competitive advantages through, for instance, investor relations management, by developing reputation, by seeking win-win outcomes (i.e., stakeholder engagement or charitable donations to education), by energy-saving and environmentally sound production practices to reduce cost and risk. Thus, CSR can improve a company’s service delivery, efficiency, as well as reputation in the consumer market (Weber, 2008; Lynch-Wood *et al.*, 2009) and it can differentiate companies from competitors with aims of increasing profit or market share (Vogel, 2005; Fitjar, 2011). In other words, if customers ask for the respect of human rights, less packaging, fair remuneration of employees, suppliers etc., then a company has to fill these demands to survive in competition (Armstrong and Green, 2013; Zheng *et al.*, 2014).

Though the CSR agenda is not to impose conditions external to the company and/or to meet or exceed externally-set expectation MNEs, for instance, are well aware of business opportunities brought to them by consumer demands for e.g., fairly traded and/or sustainable products and/or services (Skapinker, 2008). Overall, there are ample reasons to believe that “ethics pays” (Graafland and van de Ven, 2006).

One of the first modern corporations that applied the “business case” for CSR was the Body Shop, founded by Anita Roddick in 1976. The company espoused a value rich philosophy committing itself to making life better, which should prove that capitalism and ethical practices could go together (Skapinker, 2008).

However, notwithstanding the huge number of studies showing such a positive relationship this win-win outcome is not beyond any doubt. Some researchers found either mixed results (Wagner *et al.*, 2001) or even a negative relation (Jones and Wicks, 1999; McWilliams and Siegel, 2000). This is especially true for the environmental dimension (Filbeck and Gorman, 2004; Telle, 2006). Others (Boiral, 2007; Cañón-de-Francia and Garcés-Ayerbe, 2009) found that having an environmental management system (including certifications and reports) has only a positive impact on market values of polluting (and “irresponsible”) companies.

Some scholars (e.g., Neron and Norman, 2008) argue that instrumental CSR has even the power to turn crises into branded, competitive advantage and, in some cases, utilise it to cover-up serious malpractice.

Perceiving CSR as a business opportunity raises criticism, such as that CSR is only an “emancipatory rhetoric” (Banerjee, 2008) that serves to secure the interests of key beneficiaries (Mason and Simmons, 2013) over marketing mechanisms (Powell, 2011) e.g., by “instrumentally manipulating and deploying evocative symbols in order to gain societal support” (Suchman, 1995). There is also the criticism that “CSR as business case” subsumes social responsibility under profit and, thus, introduces a limit to the range of CSR activities that can be done – profitably.

Critical voices add that especially “strategic giving may be used to the detriment of consumers and society” (Polonsky and Wood, 2001) and corresponding CSR or sustainability reports, largely applied by MNEs, may serve as “veils hiding activities” (Deegan, 2002) with the primary purpose to reconstruct eroded legitimacy (Banerjee, 2008; Gond *et al.*, 2012), which culminated in others (e.g., Henderson, 2001) arguing that CSR might be even “dangerous and wasteful”.

However, improving the bottom-line by the “business case” is not the only possible reason for CSR. Many companies and their leaders, indeed, have a business culture making CSR a moral duty to them driven primarily by an intrinsic motive (Graafland and Mazereeuw-Van der Duijn Schouten, 2012). Here, CSR has the power to evolve “social goods” (Osuji, 2011). Mintzberg (1983) sees this strain as the purest form of CSR as it is ethical and supports CSR “for its own sake” because that is “the noble way for corporations to behave”.

In many cases, the moral view of CSR manifests in the form of codified norms, rules, and (unwritten) laws. It is rarely explicitly described as CSR or transferred into certifications, reports, etc. In other words, here implications for the social responsibilities of business are implicit, whereas the societal norms, networks, organisations, and rules could be explicit (Matten and Moon, 2008). Some argue that the moral motive is more important within CSR than the economic view (Etzioni, 1988) because intrinsic motivation induces a stronger involvement in CSR (Graafland and van de Ven, 2006) and increases perceived sincerity (Weiner and Peter, 1973). Further, the moral view is more significant in inducing a positive relationship with employees and customers (Graafland and van de Ven, 2006). This highlights how important the underlying motivation is for the perception, and thus, design and effectiveness of CSR frameworks (e.g., Kilbourne *et al.*, 2005; Kilbourne and Pickett, 2008).

Accordingly, Graafland and Mazereeuw-Van der Duijn Schouten (2012) researched different levels of CSR performance (compare with Table 1) and how strongly they

correlate with the extrinsic (financial) or with the intrinsic (ethical, altruistic) view of CSR. They distinguish two types of intrinsic motives: the ethical orientation that sees CSR as moral duty and CSR as expression of altruism (i.e., altruistic orientation) (Graafland and Mazereeuw-Van der Duijn Schouten, 2012).

The different “levels of performance” (or manifestations) – i.e., environmental quality, labour conditions, and social activities – were based on many others’ findings, e.g., Webb and Mohr (1999), Brønn and Vidaver-Cohen (2009), or Graafland and van de Ven (2006). Notably, these definitions of manifestations of CSR (into environmental quality, labour conditions, and social activities) are adopted here.

Motives		Manifestations of CSR		
		Environmental quality	Labour conditions	Social activities
Extrinsic motive	Financial orientation	.18	.18	.08
Intrinsic motives	Ethical orientation	.11	.07	.11
	Altruistic orientation	.22	.14	.35

Table 1: Correlation of different manifestations with motives for CSR (adapted from Graafland and Mazereeuw-Van der Duijn Schouten, 2012)

Following Graafland and Mazereeuw-Van der Duijn Schouten (2012), actual CSR performance is more strongly correlated with the intrinsic/altruistic view on CSR than with the extrinsic/financial view. This is especially true for social and environmental aspects of CSR. Only within labour conditions, the financial motive plays a role, which can be traced back to direct economic benefits from good labour relations. By contrast to motives such as earning money, improving reputation, or profit “the moral activity” is the stronger motive for CSR because it represents the will to follow a certain moral norm as desirable for itself, Graafland and Mazereeuw-Van der Duijn Schouten (2012) conclude.

However, it is difficult to fully understand whether current trends of CSR are financially or ethically motivated. Moreover, the difference between the two lines is both, banal and profound: banal because, given the way described above, the difference is whether scholars think social responsibility is purely defined and governed by regulators, or whether there are non-regulatory forces that shape CSR programmes. However, the distinction is also profound and difficult to bridge because it is still not clear what the limit, purpose, and legitimacy of CSR in the position of “moral activity” are, but the way primarily legitimacy is justified, redefines and repositions the “raison d’être” of companies (Looser and Wehrmeyer, 2015b). Thus, this differentiation might also be part of the discussion on the effects CSR has on businesses.

This discussion raises the following questions: 1) Are the two approaches really different? 2) If so, in which dimensions? 3) If they are different, how do they relate to each other? Are they co-dependent, mutually exclusive, incompatible, or just substantially different? 4) Which one is better and by what yardstick? These questions should be explored below.

Notably, as research here is inherently qualitative, it is difficult to offer quantitative measures for such distinctions. Some studies support, for instance, that extrinsic CSR in Europe is mainly a topic for large companies (Spence *et al.*, 2003; Steurer *et al.*, 2012) and SMEs are intrinsically motivated by their tradition/family capitalism and rely on their longstanding informal networks rather than on formal, extrinsic policies (Matten and Moon, 2008; Brammer *et al.*, 2012; Looser and Wehrmeyer, 2015a). The local church, the “Stammtisch”, membership in Chambers of Industry and Commerce

(Matten and Moon, 2008; Steurer, 2010), and the traditions of the dual education system (Looser and Wehrmeyer, 2015b) are, among others, the driving forces within SMEs in Central Europe. Thus, what researchers and practitioners agree on is that, due to different stakeholder demands, the nature and manifestation of CSR vary by company size and by ownership structure (often aligned with size respectively) (Midttun *et al.*, 2006).

While the most common form in small companies is the owner- or family-managed company, where ownership and the centre of control are congruent (Jenkins, 2004; Jenkins, 2006; Looser, 2015), larger companies, in general, have a much more diverse ownership structure with multiple shareholders as owners. As a consequence, shareholder-owned companies have also a more diffuse audience to satisfy and their CSR purpose is not due to internal practices or preferences but needs to be justified and demonstrated (in cost and effect). So while SME owner-managers may not have the need to communicate their CSR, large companies have this need *a priori*, because the CSR purpose is in response to (or justification of) external stakeholders. Hence, it is crucial to conduct comparative studies on CSR because the financially extrinsic and the morally intrinsic motive for CSR might each evolve a unique approach to CSR with different performances (Midttun *et al.*, 2006).

In order to identify such idiosyncrasies while being aware of the embedded contraries this study defines extrinsic CSR by “expectations of the market or external stakeholders, primarily designed to improve the economic performance of the company” (Looser and Wehrmeyer, 2015e). This is aligned with the financial motive. By contrast, intrinsic CSR is defined by “core values held within the organisation, which cover what the organisation is about, what its social values are, what it *stands for*” (Looser and Wehrmeyer, 2015e). This involves ethical and altruistic motivation.

Although Switzerland is home to many MNEs (often following the “business case” for CSR) it has also a prosperous majority of SMEs, which were found to have a literally unconventional and intrinsically motivated approach to CSR (Looser and Wehrmeyer, 2015a). Switzerland seems to be the perfect arena to conduct research on divergent motives for CSR. This surrounding is further explored in the following.

2.2 CSR in Switzerland

Democracy and independence – in a philosophical, economic, political, and social sense – are substantial for Swiss society and defining elements in the day-to-day business of companies (Federal Administration, 2008). The principles of subsidiarity and liberalism determine the inter- and intra-company relationships and the ties between companies and public sector. Based on a liberal market economy Swiss society benefits from a steadily growing economy mainly driven by a predominant second sector (i.e., manufacture of health and pharmaceutical products, specialist chemicals, and scientific and precision instruments) (Federal Administration, 2008).

These highly specialised products are in most cases produced by Swiss SMEs edging a niche, and, although not widely known, in many cases world or at least Swiss market leaders (State Secretariat for Economic Affairs (SECO), 2011). 70% of Swiss labour (Federal Statistical Office (FSO), 2013), 20% of export value (Credit Suisse, 2014), and 60% of Swiss Gross Domestic Product (GDP) (FSO, 2012; Schweizer Radio und Fernsehen (SRF), 2013) are contributed by SMEs. Therefore, family, or middle class capitalism and small business culture are defining elements of Swiss prosperity (Linder, 2005). Related to this specific cultural context responsible, traditional values are widespread within a majority of small and family businesses, where the lead actor and decision taker is also the owner (Looser, 2015).

SMEs are key actors within Swiss CSR as a recent stakeholder and network analysis demonstrated (Looser and Wehrmeyer, 2015a). Some features exemplify their approach (Looser and Wehrmeyer, 2015b): the association of ownership and government of the company, which is typical in Switzerland but rare elsewhere, especially in the Anglo-Saxon context; long-term relations to employees that are trust- and democracy-based; protection by high entry barriers to the market based on small scale production of specialised niche products; flat organisations that rely on networks; efficient cost structures due to market pressure and quality aims; workforce education to develop qualified employees and establish SME ethics during the process of work socialisation. Notably, intrinsic, idealistic motives, visions, physical proximity, aspiration, and the will “to give something back” often drive these businesses. Further, they rely predominantly on their regional and ethical background and thus, they are unlikely to apply formal CSR instruments.

However, in light of the economic and social prosperity, the ethical foundation, moral principles, and value richness of these small companies it is concluded that an informal approach (to CSR and business) does not transfer into “weak” performance (Looser and Wehrmeyer, 2015b).

By contrast, the stakeholder and network analysis identified extrinsic CSR within MNEs that is linked to external factors, such as profit, market share, image, etc. (Looser and Wehrmeyer, 2015a). In particular, these companies are focusing on management systems and on formal standards precisely because they are externally driven and not based on internal, ethical beliefs that are invariable in response to outside pressure and the pursuit of profit.

Considering the already identified differences of motives and reasons of Swiss companies to do CSR, Switzerland, as research field, offers the useful and heuristic opportunity to compare intrinsic and extrinsic motives for CSR manifesting different performances in relation to attributes of companies.

3 METHODOLOGY

In general, extrinsic companies ask for a different methodology (e.g., surveys) than intrinsic ones (e.g., interviews). Further, the topic of CSR obviously includes strong norms and beliefs on what is appropriate or accepted/wished in society. This specific stress field deserves a research methodology that is able to explore such meanings beyond the initial consideration.

Individual interviews and/or surveys would not fit this context since they do not contest individual statements or challenge each other’s viewpoint (Lounsbury, 2008). Furthermore, the chosen approach should merge the requirements to capture intrinsic as well as extrinsic motives. The best possible option to bridge the diverging requirements with regard to methodology was found in the method of “focus group discussion”, which will be detailed in Section 3.2.

This study is epistemologically linked to social constructivism since it assumes that reality is constructed by human beings interacting in a cultural setting (Scott, 1995). Grounded theory is the appropriate approach to research such settings since it enables to seek out and conceptualise the latent social patterns by using an inductive approach of generating substantive codes from collected data (Mitchell and Jolley, 1992; Creswell, 2007). In order to compare SMEs with MNEs, this study adopts a quantitative definition as outlined below.

3.1 Sample description

SMEs have less than 250 employees, their turnover or balance sheet total is below Euro 50 Mio or Euro 43 Mio respectively (FSO, 2003). Accordingly, large companies exceed these numbers. MNEs are companies that operate on a global scale with facilities and other assets in at least one country other than its home country (Financial Times, 2015). With regard to size: very large multinationals could have budgets that exceed those of many small countries (Financial Times, 2015). A truly multinational company has at least 20% of its sales in each of at least three different continental markets (Financial Times, 2015).

Notably, small companies may have international business operations as well but their location and strategic and organisational orientation remains regionally focused (Gabler, 2015). Above all, size does not fully delineate companies it is only one way to categorise them.

To identify motives for CSR in Switzerland, in a first step publicly available documents, reports, statements, etc. by academics were analysed. This laid groundwork for four focus group discussions: two together with seven owner-managers of SMEs and the second pair together with seven Chief Executive Officers (CEOs) of MNEs with a headquarter or subsidiary in Switzerland (see Table 2). The company code identities (IDs) are stated in the fourth column for SMEs and in the sixth column for MNEs. All MNEs and some SMEs asked for anonymity (by an ID) thus, it was decided to anonymise the whole sample.

Attribute		SMEs		MNEs	
		Count	Code ID	Count	Code ID
<i>Gender</i>	Male	5	1, 3, 4, 5, 7	7	1-7
	Female	2	2, 6	-	-
<i>Number of years in business</i>	Less than 3	-	-	6	1-2, 4-7
	3-5	-	-	1	3
	6-10	-	-	-	-
	More than 10	7	1-7	-	-
<i>Position or title in company</i>	Owner and manager	7	1-7	-	-
	Employed manager	-	-	7	1-7
<i>Level of education</i>	National level certificate	6	2-7	1	3
	Bachelor's degree	1	1	2	4, 6
	Master's degree or higher	-	-	4	1, 2, 5, 7
<i>Legal form of enterprise</i>	Limited company	1	4	-	-
	Incorporated company	6	1-3, 5-7	6	1-5, 7
	Cooperative	-	-	1	6
<i>Sector</i>	Finance	-	-	1	3
	Manufacturing	2	2, 5	1	6
	Service	1	1	2	1, 4
	Agriculture	1	3	-	-
	Construction	2	4, 6	1	5
	Food	1	7	2	2, 7
<i>Number of employees</i>	Less than 10	1	2	-	-
	10-50	1	3	-	-
	51-100	1	5	-	-
	101-200	3	1, 4, 7	-	-
	201-250	1	6	-	-
	251-300	-	-	-	-
	301-500	-	-	-	-
	501-1.000	-	-	-	-
	More than 1.000	-	-	7	1-7

<i>Annual turnover in EUR Mio.</i>	Less than 10	1	2	-	-
	10-20	3	1, 3, 5,	-	-
	21-50	1	6	-	-
	51-100	-	-	-	-
	101-500	-	-	-	-
	501-1.000	-	-	1	5
	More than 1.000	-	-	6	1-4, 6-7
	Missing system	2	4, 7	-	-

Table 2: Sample distribution and company ID of SMEs and MNEs

Guided by grounded theory the participants of the group discussion were selected following maximum variation strategy in order to gather a wide range of CSR motives, practices, features, and agendas (Creswell, 2007). This should allow the identification of patterns of motivation, values etc. across heterogeneous cases (Mitchell and Jolley, 1992).

An initial sample of four companies (SMEs 1 and 2 and MNEs 1 and 2) was randomly selected from the online telephone book *tel.search.ch* (2015) that allows for sectorial and/or corporate search, which secured that only companies were reached. The businesses were initially contacted by phone to seek their participation and to secure their expertise in the topic of CSR.

The initial contact by phone was further applied for snowballing, i.e., to gather contacts to other, somehow aligned, companies, and to have a viral sample distribution. By consulting the company websites and Zefix (2014), the commercial register, the size of the selected companies was cross-checked.

Several industries were selected because some authors (e.g., Graafland and Eijffinger, 2004; Campbell, 2007; Blindheim, 2015) have identified a systematic influence of sectors on CSR motives. As said, this study's aim is to identify possibly differing motives and to access norms and understandings of CSR from two groups. Therefore, the focus group discussion was chosen. It especially allows the analysis of inherent concepts, heterogeneity, and multiple motives for CSR (Kitzinger, 1994). The two groups of SMEs and MNEs were considered to be broadly sufficient to reach theoretical saturation for the purpose of this research to compare motives and manifestations of CSR corresponding to the two groups.

3.2 Focus group discussion

In general, the method of focus group discussion is especially useful in the context of different institutional logics and foundations (Lounsbury, 2008). It is heuristic since it examines how ideas develop and operate on a given cultural background (Kitzinger, 1994). The gained data is interpersonal, negotiated, challenged, and to some extent validated (Kitzinger, 1994) since this method "investigates what participants think, but it excels at uncovering why participants think they do" (Morgan, 1988).

This study particularly seeks to learn the group's motivation mechanisms, norms, and understandings inherent in the concept of CSR. Although the analysis is based on individual statements the unit of analysis remains the group, so as to get a shared understanding of the participants' views (Morgan, 1996). This approach allowed a qualitative exploration and intensive, personal discussion of CSR (i.e., motives and levels of performance, or manifestations) in Switzerland.

The groups were kept separate and each group was interviewed twice: firstly, basic motives and manifestations were explored and identified; the second round was dedicated to verify, validate, and further discuss the conclusions gained in the first meeting.

The questions that guided the group discussions underwent a pre-test. The meetings with an average duration of one hour took place in April and May 2015. They were recorded digitally, subsequently transcribed and qualitatively and visually analysed.

3.3 Qualitative content analysis

This study is based on qualitative content analysis by “sensitising concepts” (van den Hoonaard, 1997). Qualitative analysis, or to be precise, qualitative coding is defined as “the process by which segments of data are identified as relating to, or being an example of, a more general idea, for instance, theme or category” (Lewins and Silver, 2007). Some authors (Gephart, 2004) recommend the use of software for the qualitative analysis of text since this allows a systematic, category based examination of individual statements. The decision here fell in favour of MAXQDA because this software offers visual analysis (by the document portrait function) of texts in order to mirror the history of the discussion graphically (see Figures 1 and 2).

Notably, in the “document portrait function” of MAXQDA, the density (i.e., number of dots) points to more statements: the longer the dotted line is the more statements were made during the discussions (Verbi, 2012).

The four transcripts were grouped for SMEs and MNEs in order to analyse them per group. The first step of analysis was dedicated to open coding. The code tree created by this so called “in-vivo” coding especially sensitised for concepts (van den Hoonaard, 1997) aligned with different dimensions of CSR. The second round of coding was more systematically looking out for the theoretical constructs of intrinsic and extrinsic motives for CSR as defined at the beginning. By doing so, each code represents “a particular system of beliefs, values, and images of the ideal” (Philipsen, 1987). The final code tree is outlined in the Appendix (Table 5).

The codes given were quantitatively analysed, while every individual category is supported and verified by comments or code memos respectively to have full transparency of ideas with regard to a comparative analysis or retrospective hypotheses (compare with Table 6 in Appendix).

Finally, the different statements were weighted (default mean = 50, maximum = 100, minimum = 0) in order to analyse intonation and gestures in their function as “softer” conversation components. A stronger weight points to particularly emphasised statements of the participants (see Appendix, primarily Tables 7 for SMEs and Table 8 for MNEs). The correlations gained by coding the whole interview and weighting the core statements helped to hermeneutically integrate and relate identified idiosyncrasies to observations or research results from other studies (compare with Sections 2.1 and 2.2 and with the discussion in Section 5). Overall, by coding and categorising differences, similarities, and action patterns of CSR, motives of SMEs and MNEs were identified.

Two independent coders were responsible for the coding. This allowed the calculation of the inter-rater reliability, also known as concordance. In general, inter-rater reliability calculates a score of how much consensus, or homogeneity, is in the ratings given by coders (Rössler, 2005). It is useful in refining, for example, the code tree by determining if a specific code is suitable for measuring a particular variable (Flick, 2007). For this purpose and in this study, the Holsti formula was applied (Rössler, 2005). Notably, reliability can range from a value of 1, if the coding schemes are identical, to 0, if they totally differ. The calculated reliability herein was 0.94, which proves the reliability of the coding process and heightens the objectivity of the study.

4 FINDINGS

As a synthesis of the four group discussions the companies are analysed by their motives for CSR: extrinsic CSR is aligned with the financial motive designed to improve the economic performance of the company, whereas intrinsic CSR covers ethical and altruistic motives and defines what the organisation's social values are, or what it "stands for" (see also again Section 2.1).

4.1 *Intrinsic vs. extrinsic CSR*

The results from the coding process are summarised in Table 3. The first column shows the number of codes given for each motive. The second column represents the percentage in relation to the total number of codes given by the coding process. The majority of statements in the discussion formed the orientation of the companies, in other words, whether they agreed upon financial or ethical/altruistic orientations as drivers for their CSR.

Motives		SMEs		MNEs	
		Count of codes	in %	Count of codes	in %
Extrinsic motive	Financial orientation	16	14.5	60	66.7
Intrinsic motives	Ethical orientation	37	33.7	13	14.4
	Altruistic orientation	57	51.8	17	18.9
	Total of intrinsic motives	94	85.5	30	33.3

Table 3: Importance of motives for CSR in small and large Swiss companies

As said, the transcripts from the focus group discussions were analysed by the "document portrait" function of MAXQDA in order to support this finding visually (Verbi, 2012).

This visual analysis by motives of SME and MNE discussions points at some significant distinctions: though MNEs are meant to have only financial interests in CSR (e.g., Neron and Norman, 2008; Armstrong and Green, 2013; Zheng *et al.*, 2014) the managers here see the importance of explicitly expressing ethical and altruistic motives.

Overall, the statements of MNE CEOs indicate mixed motives and, thus, diverse approaches to selection of activities in pursuit of CSR – as shown in Figure 1.

Figure 1: Document portrait of MNEs (using MAXQDA)

Furthermore, the statements within the MNEs' discussions are far longer, which indicates well-trained or frequently used argumentation lines. This is aligned with MNEs' CEOs strong familiarity with explicit arguments with regard to CSR topics. Their managers are well aware on how to use CSR language strategically and commercially.

For them, CSR is a mean to promote their companies and, thus, it is purely extrinsically motivated, thought, on a first glance, their arguments seem to resemble intrinsic motives as well. This is aligned with their approach of "ethics for the firm" that should "pay" by increasing image, market share, and/or profit. This can be supported by some exemplary quotes (translated by the authors – company ID is stated in brackets):

(...) For us CSR is a part of our strategy. In the case of an investment we take CSR into account. We then call it our "licence to operate" that is translated into business objectives (...) (MNE 2)

(...) We do it (= CSR, note of the authors) for business reasons (...) (MNE 7)

(...) If you want to be sustainable you need a good financial performance (...) (MNE 5)

(...) We have the opportunity to grow with more sustainability (...) (MNE 3)

(...) We report on the Dow Jones Sustainability Index but only for competitive reason (...) (MNE 1)

(...) We do voluntary activities as a nice thing to be mentioned in the annual and CSR reports (...) (MNE 6)

Furthermore, MNEs see laws and regulation as business opportunity, thus, as extrinsic motive:

(...) In general, we support regulation. It is an advantage because we are committed to make the regulation happen (...) (MNE 5)

(...) Reporting is no longer a “nice to have” but a “need to have” (...) (MNE 1)

In comparison, SMEs are less likely to have the appropriate narrative and are more reluctant to use common CSR terms and topics. Apart from that, they seem to be stricter in their argumentation and in their attribution to mostly intrinsic motives as set forth in Figure 2.

Figure 2: Document portrait of SMEs (using MAXQDA)

All SME owner-managers felt that their values are profound, essential, and “the soul” of their company culture. Significant statements that support this finding are:

(...) I see CSR as my personal contribution to the social good of society! (SME 1)

(...) The question is whether a company has grown and shared values that evolve from culture and core logic (...) (SME 5)

(...) If CSR is only to reach some benchmarks, then it is useless (...) (SME 2)

(...) CSR is not an "invention" it is just a smart combination of soft factors (...) (SME 7)

(...) We are searching for sense and not for profit (...) (SME 3)

(...) The financial aspect of CSR is not of interest to us (...) (SME 6)

Evidently, all Swiss firms aim to conduct their business sensitively and in harmony and accordance to their external as well as internal environment. The small firms did so in a way that it is intrinsically motivated based on virtues and their own philosophy on how to lead their business ethically. Their practices, mission, and policies mirror this philosophy. Whereas for some pragmatism and/or their regional embeddedness play important roles others see Christian values as the basis of their CSR.

Arguably, some of them throw a critical eye on formalisation that occurs together with regulation:

(...) Regulations have unwanted side effects if they are not stable or predictable (...) (SME 1)

(...) I think that we all are able "to report". But what matters is if you really "do it" (...) (SME 5)

(...) A report does not prove the embeddedness of CSR in corporate culture or values (...) (SME 4)

(...) We all can issue nice reports but what matters is the substance (...) (SME 2)

Evidently, Swiss small firms operate based on reciprocity between "ethics in the firm" and "ethics of the firm" and this transition is an inherent part of their business. Accordingly, they are involved in the well-being of their community so in turn their development depends on and returns to their territorial context.

Thus, the transmission of ethical and moral values is simplified due to transparency and the proximity to their direct environment. Further, to have a good reputation is crucial to them, however, they have realised that the reputation mechanism is only effective in business stimulation if the social and environmental value creation of the company is credible, sustainable, transparent, and, most importantly, received as to be honest.

This study found that, in general, younger leaders contribute more to the CSR discussion. This contrasts findings by Valentine and Fleischmann (2006) or Graafland and Mazereeuw-Van der Duijn Schouten (2012) who identified older executives as more active within this topic. They argue that CSR has something to do with "learning by doing" or with the wish to be remembered as good leader when their career ends (Graafland and Mazereeuw-Van der Duijn Schouten, 2012).

An explanation for the difference to the findings here might be in the awareness of and familiarity with explicit CSR topics younger owner-managers and executives have due to their more recent education. Furthermore, religion and spirituality as driver for the altruistic/ethical motive to engage in CSR were only found in small companies. These conclusions are in line with the findings from the Swiss stakehold-

er analysis (Looser and Wehrmeyer, 2015a) and in accordance with the Swiss small business model for CSR as outlined by Looser and Wehrmeyer (2015b).

In summary, CSR implementation in Swiss small business corporate cultures is related more to moral commitment than to profit-maximisation. For them, potential financial incentives are not important. This contrasts the extrinsically and financially motivated approach of the MNEs under research.

4.2 Different manifestations of CSR

Within small companies, the owner-manager is typically driver and implementer of values due to the congruence of ownership and control while MNEs usually separate ownership and control, elsewhere and in Switzerland. This leads to diverse levels of identification with and divergent manifestations of CSR in business activities (see Table 4).

Manifestations	SMEs		MNEs	
	Count of codes	in %	Count of codes	in %
Environmental aspects	30	28	163	65.2
Labour aspects	39	35	52	20.8
Social aspects	41	37	35	14

Table 4: Different manifestations of CSR in SMEs and MNEs

Herein, MNEs prioritise short-termed profits and extrinsic motives over the construction of long-term, intrinsically motivated values. As they stated, CSR instruments (reports, committees, standards, certificates, etc.) are in most cases established with the only intention to create financial returns. This is aligned with distinct manifestation patterns (or performance levels) of CSR (summarised in Table 4).

Accordingly, MNEs stressed their specific and exclusive interest in environmental aspects of CSR (statements translated by the authors):

(...) For me, when talking about CSR, we think primarily about environmental issues (...) (MNE 2)

(...) One day, green solutions should make one third of our business (...) (MNE 5)

(...) In particular, we promote the reduction of CO₂ emission from our building (...) (MNE 7)

In small companies social aspects and aspects related to labour relations are more prevalent as the participants worked out:

(...) On a daily base, CSR means caring for health and safety of my employees (...) (SME 2)

(...) My employees are my success factor. They are working for my company and we have the responsibility for their safety. That's my aim and goal (...) (SME 4)

(...) Ultimately, our performance depends on people. And that is the reason why CSR is a good thing to do (...) (SME 3)

This contrasts others' findings of large companies mostly involved in labour issues (Graafland and Mazereeuw-Van der Duijn Schouten, 2012). The explanation might be that in Switzerland strikes are quite rare compared to other countries, and industrial relations are based on dialogue and mutual respect whereas in small companies

close relations to employees induces more relevance of this topic. This is congruent with findings on trade unions' influence in Switzerland (Looser and Wehrmeyer, 2015a).

Overall, small companies have the tendency towards espousing social issues and intrinsic motives, while MNEs demonstrate their environmental activities often driven by a financial interest.

In general, considering the number of statements (compare with Appendix), companies in the second sector (manufacturing) are more involved in environmental issues than in social aspects of CSR, whereas managers of MNEs found this especially important in order to implement their achievements into annual reports.

Labour aspects are substantial within the construction sector and relative behaviour outperforms other sectors.

This is especially relevant since it is in contrast to findings from other authors (Graafland and Mazereeuw-Van der Duijn Schouten, 2012). They found poor labour conditions within the construction sector and explained it with too much regulation resulting in reluctance to more voluntary compliance (Graafland and Mazereeuw-Van der Duijn Schouten, 2012). Arguably, Swiss companies from that sector prefer self-regulation as well. However, their motivation is not limited to regulatory compliance.

They stated that self-regulation by norms and rules has the power to reduce the likelihood of more governmental regulation and place the company a better position if new regulation should emerge. This fits other researchers' findings (e.g., Vogel, 2005; Zeyen *et al.*, 2014).

5 DISCUSSION

In sum, Swiss SMEs are typically driven by intrinsic motives and soft assets, such as networks, by the nexus of mission and value set, by a system of initiatives and integrated behaviour, by proximity, and informal, flat structures, by the ambition of craftsmanship or excellent service (and not of profit), by community involvement, provision of local employment, by the willingness to grow slowly and steadily, by the avoidance of atomic markets, and finally, by the aims, drivers, and mental set-up of the stewardship concept. Similar structures in SMEs are reported from various other countries, e.g., from Italy (Del Baldo, 2010a), Spain (de la Cruz Déniz Déniz and Katiushka Cabrera Suárez, 2005), or from Australia (Torugsa *et al.*, 2013). This contrasts the extrinsically motivated approach of the large companies under research. Regardless this study's novel aspects, the interpretation has some limitations that should not rest unmentioned.

Firstly, the cross-sectorial approach limits the degree to which motives can clearly be attributed to actual CSR performance or company size. Replications of the findings by longitudinal and/or quantitative studies are needed. Secondly, all variables are measured by a common method (i.e., focus group discussion) while only one person represented the firm, in other words, a single-expert technique was applied. Although a falsification of data traced back to the common method bias is not reported from this context, further research should validate the results by a multi-expert and multi-method design. Lastly, this study only looks at a small sample of Swiss companies. The low number especially prevents statistical analysis. However, a comparative study by Looser and Wehrmeyer (2015c) already showed evidence of the generalisability of the findings here to other cultural contexts, systems of capitalism, or the country's developmental stage.

As said, in the context of small companies, religiosity and spirituality play important roles as driver of their company and engagement in CSR. Further, there is strong evidence that SME owner-managers have stronger religious beliefs than managers of larger companies. This result is in line with the observations of Madlin (1986), Jamali *et al.* (2009), Day and Hudson (2010), Blackburn *et al.* (2013), Jamali and Sdiani (2013), and finally Balog *et al.* (2014).

Intrinsic CSR appears to be driven by ethical principles. This behaviour relates to the social responsibility of the individual so that a direct link can be made to virtue ethics. This intersection and, especially, virtues like practical wisdom (e.g., as craftsman), friendship and loyalty (in cases of hardship), courage (i.e., fortitude), and temperance as the foundation of culturally embedded CSR were also shown by other researchers (e.g., Gowri, 2007; Melé, 2009; Ruisi *et al.*, 2009; Ruisi, 2010; Looser and Wehrmeyer, 2015c).

As in the case of Switzerland, most of these pioneering companies are small ones with informal and unsystematic CSR agendas (Morsing and Perrini, 2009; Santos, 2011; Nkiko, 2013) but with business models that are built on traditional values, on long-termism (Del Baldo, 2010b), and on close relationships to employees, customers, suppliers, and other small firms (Il Park and Ghauri, 2015).

The tight linkages especially point at business practices that are valued by communities, customers, and other relevant stakeholders. This resembles the bottom-up approach as proposed by Asif *et al.* (2013). Furthermore, it compromises institutional dynamics of CSR as “soft law” (e.g., Steurer, 2010; Zeyen *et al.*, 2014) aligned with concepts of legitimacy (Zheng *et al.*, 2014) and morale (Nolan, 2014).

In many large companies, the institution of ethics committees, sustainability controllers, and CSR officers is the only way to demonstrate consent around this topic while following in fact the logic of their budget (Del Baldo, 2010a). Other authors (e.g., Kleinrichert, 2008; Skapinker, 2008) argue that the reasons for CSR are not important because if the ultimate result is an increase in social benefits it might not matter why companies undertake CSR activities or whether it is a true sense of morale or just to please their consumers, customers, or governments.

Obviously, one of the differentiation criteria concerning CSR is its communication: companies having a “business case” agenda issue CSR reports and use CSR for openly publishing and demonstrating their policies and practices to their stakeholders while those practicing intrinsic CSR are more discreet (Polonsky and Wood, 2001).

There might also be a discrepancy in what is communicated: especially MNEs report formally about CSR and respective activities, making CSR a strategic decision, while intrinsic companies (i.e., SMEs) discuss rather their values. Further, extrinsic CSR (e.g., in MNEs) is more situational, determined by short-termism while intrinsic CSR (often found in small businesses, as shown in the following) is more sustainable and based on long-range goals.

Above all, while MNEs follow their approach of “ethics must pay” the findings here identified potential transition cases of “ethics in the firm” and “ethics of the firm” within Swiss SMEs. This is consistent with others (e.g., Del Baldo, 2010a; Del Baldo, 2010b), which resembles the need of this dichotomy to be revised, which is a matter of ongoing discussion (e.g., by Osuji, 2011; Steurer *et al.*, 2012; Brammer *et al.*, 2012; Blindheim, 2015). Others see SMEs as “spirited businesses” (Del Baldo, 2010a) and as “CSR champions” (Jenkins, 2006) that are “falling somewhere in between” (Fitjar, 2011).

This is strongly supported by this paper's findings, where the personal influence of small companies' owner-managers on ethical values is maximised while the link between the latter and company success is highly visible. This corresponds well to the findings of Baumann-Pauly *et al.* (2013). Further, it is according to Institutional Theory, which emphasises the importance of managers' discretion to act independently and in congruence with personal rules (Blindheim, 2015), and/or virtue ethics as a source of such personal views (Gowri, 2007; Melé, 2009).

6 CONCLUSIONS

The results imply that policy makers, public institutions, the scientific community etc. should be careful when establishing systems that favour financial returns from CSR engagement, because, firstly, other research showed that a behaviour attributed to extrinsic motives is mostly perceived as dishonest and misleading, for instance, consumers (Parguel *et al.*, 2011).

Secondly, extrinsic motivation might crowd out morale and paying lead actors for behaving altruistically or philanthropically might decline their intrinsic motivation (Frey and Jegen, 2001). Notably, the crowding out of intrinsic motivation by extrinsic incentives is a phenomenon well-researched not only with regard to CSR but in various other areas linked to human behaviour (Frey, 1998; Deci *et al.*, 1999). Thus, to implement a system of financial incentives (or consequences) seems unsuitable to support social goods in intrinsic CSR. An economic cost-benefit is inappropriate where CSR needs an ethical stand (Osuji, 2011). Accordingly, the difference between extrinsic and intrinsic CSR is very difficult to bridge – both have powerful incentives and drivers preventing a potential cross-over. This has important implications for nearly every business operation, especially for mergers and acquisitions as well as on the growth of businesses.

However, the mixture of motives found here shows that intrinsic and extrinsic CSR are not mutually exclusive or incompatible nor is one to be preferred over the other. They coexist – even within one company – as shown in Figures 1 and 2. How they manifest in different levels of performance is where differences are difficult to bridge.

This is especially true when the introduction of extrinsic instruments is forced in a system of intrinsic CSR. However, the results show that companies can be economically, and specifically with regard to their CSR performance, successful absolutely independent on whether they have a primarily extrinsic or intrinsic approach. This contradicts the exclusivity and predominance of the business approach (largely implemented in MNEs) that coercively links CSR to extrinsic factors (profit, market share, etc.).

Thus, in accordance with other researchers (Frey and Oberholzer-Gee, 1997) this study recommends only imposing extrinsic stimuli for CSR when intrinsic motivation has already been crowded out. Since societies in general can profit from the motive to follow ethics and morale, stimulating debates about the moral commitment in intrinsic systems should be preferred (Graafland and van de Ven, 2006).

Same arguments can be made with regard to regulation. Although this research identified no substantially negative effects of regulation, especially in the construction sector, laws are in general reported to decrease voluntary CSR initiatives (Osuji, 2011). Although regulation could initiate CSR movements, the consequences diverge for intrinsic and extrinsic CSR: extrinsic CSR can profit from regulation by promoting good behaviour; intrinsic CSR, on the contrary, should be treated as “social good”, as an “ideal on its own” (Osuji, 2011) without any need of or link to laws.

The reliance on extrinsic motives might destroy the ethical foundation. In other words, a regulatory strategy (of governments) that “lumps ethical and instrumental CSR together” (Osuji, 2011) has in most cases negative consequences on societal morale. And above all, the existence of code of conducts or standards according to laws does not prove actual, profound, or genuine CSR (Mijatovic and Stokic, 2010). By contrast, the very absence of social reporting might be felt to make manifest the social ethos better than a public showcase would – as the transition cases in some Swiss SMEs might indicate.

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APPENDIX

Code-ID	Position	Code	Subcode	Codings	Codings %	Documents
63	1		Motives	0	0.00	0
65	2	Motives	Financial	40	20.00	4
64	19	Motives	Ethical	29	14.50	3
66	20	Motives	Altruistic	23	11.50	2
53	5	Motives\Financial\Management approach	Environmental	10	5.00	3
46	6	Motives\Financial\Management approach	Human rights	1	0.50	1
44	22	Motives\Altruistic\Entrepreneurial approach	Employee focus	16	8.00	4
38	8	Motives\Financial\Management approach	Marketing/green washing	0	0.00	0
34	23	Motives\Altruistic\Entrepreneurial approach	Not really important	1	0.50	1
32	7	Motives\Financial\Management approach	Sustainability	3	1.50	3
30	9	Motives\Financial\Management approach	Shareholder value	1	0.50	1
29	26	Motives\Altruistic\Entrepreneurial approach	Society focus	0	0.00	0
26	25	Motives\Altruistic\Entrepreneurial approach	Quality	6	3.00	4
25	27	Motives\Altruistic\Entrepreneurial approach	Liberalistic	8	4.00	3
8	24	Motives\Altruistic\Entrepreneurial approach	Customer orientation	6	3.00	2
59	33	Motives\Altruistic\Entrepreneurial approach	Social capital	2	1.00	2
58	40	Motives\Altruistic\Entrepreneurial approach	Trust based	3	1.50	1
57	35	Motives\Altruistic\Entrepreneurial approach	Family tradition	5	2.50	1
56	36	Motives\Altruistic\Entrepreneurial approach	Innovation visionary	5	2.50	2
51	34	Motives\Altruistic\Entrepreneurial approach	Communication/Cooperation	0	0.00	0
42	3	Motives\Financial	Management approach	4	2.00	3
41	21	Motives\Altruistic	Entrepreneurial approach	11	5.50	3
40	18	Motives\Financial\Management approach	Image oriented	5	2.50	2
23	37	Motives\Altruistic\Entrepreneurial approach	Regional basement	2	1.00	2
20	38	Motives\Altruistic\Entrepreneurial approach	Own checklist	1	0.50	1
7	17	Motives\Financial\Management approach	Instruments	1	0.50	1
6	39	Motives\Altruistic\Entrepreneurial approach	Values	2	1.00	2
52	32	Motives\Altruistic\Entrepreneurial approach	Confrontation	0	0.00	0
55	16	Motives\Financial\Management approach	Lucrative	1	0.50	1
54	31	Motives\Altruistic\Entrepreneurial approach	too abstract	0	0.00	0
50	15	Motives\Financial\Management approach	Greenwashing	1	0.50	1
49	30	Motives\Altruistic\Entrepreneurial approach	More trust	1	0.50	1
39	14	Motives\Financial\Management approach	Labels	0	0.00	0
28	29	Motives\Altruistic\Entrepreneurial approach	High costs	2	1.00	1
24	11	Motives\Financial\Management approach	For capital providers	1	0.50	1
22	4	Motives\Financial\Management approach	no NPO pressure	1	0.50	1
21	13	Motives\Financial\Management approach	Supplier demands	2	1.00	1
14	12	Motives\Financial\Management approach	Consultants	0	0.00	0
10	28	Motives\Altruistic\Entrepreneurial approach	Regulation negative	2	1.00	1
9	10	Motives\Financial\Management approach	Regulation positive	4	2.00	1

Table 5: Final code tree

Code	Memo Text
Motives\Altruistic	Intrinsic motive, expression of altruism
Motives\Altruistic\Entrepreneurial approach	An entrepreneurial approach by founders and patrons of SMEs is found.
Motives\Altruistic\Entrepreneurial approach\Communication/Cooperation	Business model is based on cooperation and communication with stakeholder groups.
Motives\Altruistic\Entrepreneurial approach\Employee focus	CSR should mainly be focused on employees and the social aspect.
Motives\Altruistic\Entrepreneurial approach\Family tradition	Family is the business
Motives\Altruistic\Entrepreneurial approach\High costs	Reporting tools create above all high costs.
Motives\Altruistic\Entrepreneurial approach\Liberalistic	CSR is based upon a liberalistic attitude of doing good by doing well.
Motives\Altruistic\Entrepreneurial approach\Not really important	CSR is not important in the today's world.
Motives\Altruistic\Entrepreneurial approach\Own checklist	The business model relies on own checklists for "doing good".
Motives\Altruistic\Entrepreneurial approach\Regulation negative	The regulation by reporting tools are foremost seen as something negative.
Motives\Altruistic\Entrepreneurial approach\too abstract	Reporting tools are above all too abstract for SMEs.
Motives\Ethical	Intrinsic motive, CSR as moral duty
Motives\Ethical\Customer orientation	A customer or consumer orientation is the foundation of "real" CSR.
Motives\Ethical\More trust	Reporting tools are useful to create more trust among players in economy.
Motives\Ethical\Quality	CSR is a synonym for product/service quality.
Motives\Ethical\Regional basement	Business model is based on a regional anchorage and doing business with near trading partners.
Motives\Ethical\Society focus	CSR is seen as a concentration on society and societal issues.
Motives\Ethical\Trust based	Business model relies on handshakes
Motives\Ethical\Values	Business model is based on strong (family, patron, entrepreneurial) internal and intrinsic values, not upon extrinsic incentives.
Motives\Financial	Extrinsic motivation, strategic, business case for CSR
Motives\Financial\Management approach	Managerial or shareholder value approach is mainly found.
Motives\Financial\Management approach\Confrontation	Business model is focused on confrontation with e.g. MNEs.
Motives\Financial\Management approach\Consultants	Reporting tools are above all new area of business for consultants.
Motives\Financial\Management approach\Environmental	CSR is mainly focused on environmental issues, topics and activity.
Motives\Financial\Management approach\For capital providers	Reporting tools are above all meant and useful for capital providers to gain control over their customers.
Motives\Financial\Management approach\Greenwashing	Reporting tools are above all an instrument for greenwashing (of MNEs).
Motives\Financial\Management approach\Human rights	CSR is mainly focused on human rights and the adherence of human rights by e.g. NPOs.
Motives\Financial\Management approach\Image oriented	Business model is mainly focused on image preservation or fostering.
Motives\Financial\Management approach\Instruments	Business model significantly relies on instruments (reporting tools, BSC etc.).
Motives\Financial\Management approach\Labels	Reporting tools lead above all to more labels.
Motives\Financial\Management approach\Lucrative	Reporting tools are above all a lucrative business.
Motives\Financial\Management approach\Marketing/green washing	CSR is an instrument for greenwashing and marketing of MNEs to pretend doing good and to preserve their image.
Motives\Financial\Management approach\no NPO pressure	No pressure on companies from NPOs towards the introduction of reporting tools.
Motives\Financial\Management approach\Regulation positive	The regulation through reporting tools is seen as something positive.
Motives\Financial\Management approach\Shareholder value	CSR is mainly focused on the preservation of shareholder value. Shareholders are the only important stakeholder group for a company.
Motives\Financial\Management approach\Supplier demands	The suppliers or customers ask for the application of reporting tools by companies.
Motives\Financial\Management approach\Sustainability	CSR is a synonym for sustainability.

Table 6: Code Memos

Document	Code	Start	End	Weight	Segment	Done
Group discussion_SMEs	Motives \ Altruistic	11	11	50	A standard is also motivation, that's clear. But I have avoided doing anything with ISO, because I heard only negative things and a lot of my colleagues just stopped to the certification.	24.04.2015 11:43:00
Group discussion_SMEs	Motives \ Altruistic	19	19	50	These entrepreneurs as real "lighthouses". This can be traced back to the business model where altruism plays an important role.	25.04.2015 08:37:00
Group discussion_SMEs	Motives \ Altruistic	22	22	50	The culture of altruism is established by the owner.	25.04.2015 08:37:00
Group discussion_SMEs	Motives \ Ethical	35	35	50	I see this as personal trait, to contribute to society.	25.04.2015 08:38:00
Group discussion_SMEs	Motives \ Altruistic	114	114	50	To "give something back" is exactly what motivates small companies. We do not have any financial interest in CSR.	25.04.2015 08:42:00
Group discussion_SMEs	Motives \ Ethical	115	115	50	This is a process of reciprocity, we take something from society and give back what we can: social support for communities, education to the youth and last but not least jobs to the region we are based in.	25.04.2015 08:42:00
Group discussion_SMEs	Motives \ Altruistic	19	19	50	There is no causality between the good status of CSR in Switzerland and regulation. We do this voluntarily and we will be reluctant to do anything that is regulated by laws.	25.04.2015 08:44:00
Group discussion_SMEs	Motives \ Altruistic	83	83	50	The owner-manager is very close to the customer, and this is very important, thus the leadership is also very direct. So it is the value set of leaders and their will to contribute that makes up CSR in Switzerland.	26.04.2015 07:11:00
Group discussion_SMEs	Motives \ Altruistic	35	35	50	The owner-manager is permanently scarifying his time, power, and money, to follow his values and to contribute to CSR apart from any financial motive.	24.04.2015 10:07:00
Group discussion_SMEs	Motives \ Altruistic	40	40	50	SMEs have the conflict to have opportunities abroad that you cannot fulfil while keeping your values and virtues. Thus you have to set some cornerstones of what is important for your business.	24.04.2015 10:08:00
Group discussion_SMEs	Motives \ Altruistic	35	35	50	I am convinced that the world of SMEs is steered by visions and not by money and I assume a parallel world of SMEs and MNEs, while the latter is chasing money. This differentiates SME CSR from MNE CSR, the former is intrinsically motivated the latter extrinsically.	24.04.2015 10:08:00
Group discussion_SMEs	Motives \ Altruistic	46	46	50	SMEs really look after their employees. This is an important part of their CSR. Just look what happens in front of your door.	24.04.2015 10:08:00
Group discussion_SMEs	Motives \ Altruistic	50	50	50	CSR is based on values and especially younger people today search for a sense in their life not for money.	24.04.2015 10:09:00
Group discussion_SMEs	Motives \ Ethical	49	49	50	There are different models, purely opportunistic ones or value driven ones.	24.04.2015 11:39:00
Group discussion_SMEs	Motives \ Altruistic	45	45	50	You want to keep your staff, longer than their pension age in some cases. We are integrating handicapped people as well. This is our aim. The question is whether there will be a generation shift?	24.04.2015 11:40:00
Group discussion_SMEs	Motives \ Altruistic	17	17	50	The networks are grown over generations. This is an evolution and not a consequence of strategic planning. So is the case with CSR, this is grown over ages.	24.04.2015 11:41:00
Group discussion_SMEs	Motives \ Ethical	35	35	50	The parallel world exists in the education world, where owner-manager educate their children driven by strengths and not by weaknesses. This is purely intrinsically motivated.	26.04.2015 07:05:00
Group discussion_SMEs	Motives \ Altruistic \ Entrepreneurial approach	22	22	50	You can become a manager but you are not able to become a leader. Leadership is a personal trait that cannot be trained but is a factor given from the day of your birth. Manager are quicker that's true and decisions are faster if a manager takes them top-down. However they are not rooted.	25.04.2015 08:38:00

Table 7: Significant statements of SMEs

Document	Code	Start	End	Weight	Segment	Done
Group discussion_MNEs	Motives \ Financial	26	26	50	Compliance regarding corruption is very important for us	26.04.2015 07:03:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ Environmental	19	19	50	So, everybody is allowed to think what he wants. For us it is a part of our strategy. And when we make an investment we take it into account. And we call it our licence to operate. So it is just the reason to be here. And it is translated into business objectives. We do it also for business reasons. So I told you that we want to safe water. We committed to reduce our water consumptions by 20% for 2020.	25.04.2015 08:58:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ Environmental	41	41	25	So regulations have unwanted side effects almost if they are not stable or predictable. And without that you cannot change the allocations. If you think that the regulation will change fast then you will never adapt but wait what will happen in the next step. More than this ceiling effect is the changing mood. They should be stable and predictable.	26.04.2015 06:53:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ Environmental	49	49	50	Because we know how to make zero emission buildings. In absolute words. But you can have 30% reduction of the emission. We know how to do it. I believe there is a room for us to bring our contribution and our improvements and our solutions there.	26.04.2015 06:55:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ Environmental	59	59	50	No because if you buy a flat you do not buy an optimization of the building. So what I can see is that if you have regulations that give incentives to energy optimization in the buildings. Like in France. The emission and the loss of energy in the buildings is only 18% due to those regulations. So consistent policy on that had an impact there.	26.04.2015 06:56:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ Environmental	54	54	10	It impacts! Just imagine we know how to make zero emission buildings. And 30% of the CO2 emission on the earth comes from the buildings. It is incredible. But how to influence, how to impact. because these industries and this supply chain are very conservative.	26.04.2015 07:03:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ For capital providers	73	73	10	In a way it's also am message to investors, because they choose us because we have pension funds and things like that. Investors know that we take the right decisions now. It has value and some investors really value that. More than customers.	26.04.2015 07:00:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ Human rights	15	15	100	For me when talk about CSR, then you tend to think about environmental issues, which are important, but for me sustainability means that we take care of the people, health and safety is my priority Nr. 1, people come to us to work and return safely! Second, if you want to be sustainable you need a good financial performance.	25.04.2015 08:58:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ Image oriented	77	77	20	We do voluntary activity outside, so cooking in a foundation for people. And by doing that we are part on this spirit, we invest our personal time. I did it once with my executive committee in a field for animals and we raised the level of engagement and commitment. And ultimately our performance depends on people. And that's why I think it's a good thing to do as motivational tool. And I learn this in my previous company after the crises we had to take very harsh measures and the crisis was so long and there were no financial leavers and this one is a very strong one.	26.04.2015 07:01:00
Group discussion_MNEs	Motives \ Financial \ Management approach \ Regulation positive	43	43	100	So we try to be rational. But it is difficult to have regulations in one place and not in the other. Especially within a global company. In general we support regulations because they point into the right direction. And for us it is a competitive advantage because we are committed to the technology etc. to make the regulation happen.	26.04.2015 06:57:00

Table 8: Significant statements of MNEs