The impact of external CSR practices on employees

Exploring the organizational activities that influence employee engagement within CSR
Abstract

Fundamentally the aim of corporate social responsibility (CSR) is to initiate social and/or environmental change. Because of the increased awareness of stakeholders and other public actors, it has become of any company’s interest to uphold their public image. The question remains whether companies undertake CSR activities for intrinsic moral reasons or to only uphold their reputation. Most research regarding CSR focuses on the influence of external factors (such as major stakeholders) and how different goals and opinions between these major actors reciprocate. One stakeholder within the sphere of CSR which has often been overlooked but has gained increased attention is the employee. So far, little attention has been paid to the people at work, like the human experience of the worker, thus questions remain regarding the influence of CSR activities on the identification, commitment, and satisfaction of employees.
Table of Contents

1 Introduction .................................................................................................................. 1
1.1 Background ................................................................................................................... 1
1.2 Problem definition ......................................................................................................... 2
1.3 Purpose ........................................................................................................................ 3
1.4 Organization of research .............................................................................................. 3

2 Theoretical framework ................................................................................................... 4
2.1 What is CSR .................................................................................................................. 4
2.2 The multilevel theory of CSR (Pyramid of CSR) ........................................................ 4
2.2.1 Internal vs external CSR .......................................................................................... 5
2.3 The psychological foundations of CSR ........................................................................ 5
2.3.1 Social identity theory .............................................................................................. 5
2.3.2 The role of perception ............................................................................................. 7
2.3.3 Moral identity .......................................................................................................... 7
2.4 Organizational commitment ......................................................................................... 8
2.4.1 Employee Engagement ............................................................................................ 9
2.4.2 Organizational culture ............................................................................................ 9

3 Research questions ........................................................................................................ 11

4 Research Plan ................................................................................................................ 12
4.1 Research design ............................................................................................................ 12
4.2 Research philosophy .................................................................................................... 13
4.3 Research approach ...................................................................................................... 13
4.3.1 Data collection ........................................................................................................ 14
4.3.2 Interviews ................................................................................................................ 14
4.3.3 Data Analysis .......................................................................................................... 16
4.4 Limitations and delimitations ....................................................................................... 18
4.5 Research quality .......................................................................................................... 18
4.5.1 Credibility ................................................................................................................ 19
4.5.2 Transferability .......................................................................................................... 19
4.5.3 Dependability ........................................................................................................... 19
4.5.4 Confirmability ......................................................................................................... 20
4.6 Ethics ............................................................................................................................ 20

5 Results ............................................................................................................................ 22
5.1 Theme 1: Age and Nurture ......................................................................................... 22
5.2 Theme 2: Regulations ................................................................................................. 24
5.3 Theme 3: Individual ethics and morality ...................................................................... 25
5.4 Theme 4: Internal promotion of CSR .......................................................................... 26
5.5 Theme 5: Inclusion of departments and employees ...................................................... 27
5.6 Secondary data ............................................................................................................ 27
5.6.1 Company A – Sustainability report 2017 ................................................................. 28
5.6.2 Company C – Real estate company – Sustainability report 2017 ........................... 28
5.6.3 Company D – Sustainability report ........................................................................ 29
5.6.4 Company F – Real estate company – Sustainability report 2017 ......................... 29

6 Analysis .......................................................................................................................... 31
6.1 Analysis of themes ....................................................................................................... 31
6.2 Theme 1: Age and nurture ......................................................................................... 33
6.3 Theme 2: Regulations ................................................................................................. 34
6.4 Theme 3: Individual ethics and morality .................................................. 35
6.5 Theme 4: Internal promotion of CSR ..................................................... 36
6.6 Theme 5: Inclusion of departments and employees ................................. 37
6.7 Conclusions .......................................................................................... 38

7 Discussion .................................................................................................. 41
7.1 The importance of the study ................................................................. 41
7.2 Limitations ............................................................................................ 42
7.3 Future research ..................................................................................... 42

8 References ................................................................................................ 43
Tables
Table 1 Research participants ................................................................. 15
Table 2 Key principles in research ethics .................................................. 21

Figures
Figure 1 An Interactive Model of Research .............................................. 12
Figure 2 Codes-to-theory model .............................................................. 18
Figure 3 The Analysis Process ............................................................... 31
Figure 4 Codes-to-themes ................................................................. 32
Figure 5 Regulations: demands flow ...................................................... 34
Figure 6 Internal promotion of CSR flow .............................................. 37
Figure 7 Conceptual framework of underlying mechanisms of CSR .......... 38

Appendices
Appendix A Topic Guide ........................................................................... i
Appendix B Results: Final Analysis ........................................................ iv
Appendix C Codes and Themes ................................................................. vi
1 Introduction

Realizing that CSR is a broad and complex topic, this chapter begins with general information regarding the topic, slowly funneling down to the specific problem towards the end.

1.1 Background

Corporate social responsibility (CSR) has been a concern for researchers for the last couple of decades. It has however, until recently, become a general interest for companies. Many companies have become aware of the possible advantages of implementing social (and environmental) practices. CSR activities were originally imposed upon the company by external actors, or as Aguinis put it: “context-specific organizational actions and policies that take into account stakeholders” (Aguinis, 2012). These external stakeholders included actors such as: shareholders, media or environmental organizations. Aguinis later introduced the idea of CSR operating at different levels: institutions, organizations, and amongst employees. During the evolution of the concept of CSR, research has shifted focus towards addressing other underlying implications (Aguinis, 2012). Numerous studies have for example been conducted on correlations between CSR and financial performance as well as value creation for shareholders. CSR has also been shown to impact marketing performance in companies (Aguilera R. V., 2007). Transparent companies that communicate their CSR activities have acquired competitive advantages because of the improved public image. The concept of CSR has also been directed at various other branches, such as: human resources, industrial organization, psychology, and IT. To this day, it remains hard to uncover whether companies conduct CSR activities reactively or proactively (ie. unwillingly and because they have to vs willingly because they fundamentally believe it is right).

It seems that the study of CSR has become somewhat disintegrated, where scholars choose to only focus on specific areas on the institutional and organizational levels. The micro (individual) level has therefore often been overlooked. Individuals seem, for a variety of reasons, to be interested in the CSR related practices of the employer. A good starting point is the realization that individuals have different incentives to be concerned for his or her employer’s CSR. Scholars have broken these types of reasons down in: instrumental, relational, and moral drivers (Gond, 2017). Instrumental drivers explain the fact that individuals care about CSR for self-serving reasons, people promote CSR because they gain something out of it. Relational drivers explain how CSR can improve the relational statuses between different actors; they promote CSR because it improves the relationship with, for example the media. Lastly, moral drivers are concerns that individual might have because of their values; certain practices are the “right thing to do”.

Social identity theory has also been applied to the micro foundations of CSR. It has been shown that individuals draw a sense of belonging from being involved in socially responsible activities (Mirvis, 2012). Scholars concerned with organizational justice stress the problem that the attitudes and behaviors of employees are influenced by how fair they deem the employer to be.
The affective commitment of employees to the organization also depend on the alignment of personal values with the organization (Mueller, 2012).

Perceived performance of CSR has shown to increase the commitment of employees as well as how individuals might even attain an emotional attachment to the company. Several scholars have also highlighted that organizational identification and job satisfaction act as mediators for job performance (Aguinis, 2012). This means that if an employee is satisfied with the company’s CSR activities, they are likelier to identify with it which could result in improved job performance.

The micro foundations and psychological factors surrounding CSR have still left questions to be examined. First of all, most studies conducted were of quantitative nature which are valuable when it comes to clarifying how everything operates at surface level. However, there is also value in delving into the minds of employees to identify how they feel and think regarding their own and the company’s contributions to a better society.

1.2 Problem definition

CSR is a complex topic which can be studied from different levels of analysis, most notably: the institutional, the organizational, and the individual. The former two levels are about larger entities such as governments and corporations that have the ability to bring about change in society through resources and formal power. In order to make changes for the benefit of the society, governments issue new laws and regulation, which organizations have to abide by. This combined with the increased presence of media and the risks of companies becoming exposed for bad practices, drives companies to drastically re-think their corporate strategies in order to integrate new socially-responsible and sustainable practices. Bad practices of an organization also have the ability to manifest themselves internally, which – to varying degrees - can impact employees.

In contrast, companies which have or promote good practices, have a strong positive influence on employee attitude and behaviour. Employees seem to experience a positive sense of identity when they deem their company to be socially and environmentally responsible (Peterson, 2004). Most research exploring “individual commitment and CSR” seems to be emphasized on internal CSR. Internal CSR essentially involves the way the organization treats its employees. The research around internal CSR often takes into account factors such as: social justice (Rupp D. E., 2013), fairness, social identity theory (Rupp D. E., 2006), equal treatment, relationships (Gond, 2017), etc. Essentially, the majority of the research concerning both “CSR” and “the employee” together revolves around how management can improve the well-being, satisfaction, and thus performance through creating a fair work environment where everyone feels that they are treated justly.

Little of the existing research looks at how the employee reacts to external CSR practices. More importantly, no existing work has been found on how the employee and its daily work activities could become more aligned with the external CSR practices of the company. This deserves an answer to the question: what can the organization do to make CSR a self-evident and logical part of an employee’s awareness and how can it create an active CSR involvement of these employees in the daily operation of a company.
1.3 Purpose

The purpose of this study is to examine some of the underlying mechanisms of CSR that lead to job commitment. We would like to identify organizational and psychological factors that motivate employees to commit to CSR activities that the company engages in.

1.4 Organization of research

In order to find relevant literature for our review we used a systematic approach combined with snowballing process. We defined keywords such as ‘ethics’ AND ‘social responsibility’, ‘corporate social responsibility’, ‘CSR’ AND ‘business ethics’ and used the database Web of Science and Google Scholar. Furthermore, we checked the number of references, citations and the ABS list and included only articles of peer reviewed journals.

Together with our thesis supervisor, we identified some core articles that were then used as the main point of snowballing process. We read the abstract of each article in order to see if they are in alignment with the aim of our research. We ended up with 33 articles which were included in this literature review.

A systematic approach in finding and evaluating relevant articles is desirable as it has many advantages such as: increased levels of transparency and replicability, rigorousness and aiding the process of synthesis through the increased scope possible (Easterby-Smith M. T., 2015, p. 16).
2 Theoretical framework

This chapter presents relevant theoretical concepts for the aim of this study. The theories exposed here will be linked with the empirical data in the analyzing process.

2.1 What is CSR

A large number of academic articles have used the CSR concepts variously and this has led to a certain confusion among the concepts. Despite the lack of consistency in the definitions regarding business ethics, corporate performance, sustainable development, on an individual level, scholars agree that CSR is seen as one’s self-motivation for moral actions (Spence, 2016). Furthermore, on a context organizational level, CSR is defined as a corporate behavior which aims to have a positive effect on stakeholders and go beyond its economic interest (Aguinis, 2012) (Turker, 2009). To shed light on the meaning of CSR, Spence compared this concept, on a metaphoric level, with a pyramid, suggesting that CSR is a vertical triangle with four distributions for economic, legal, ethical and philanthropic responsibilities, thus CSR should be regarded as a multilevel concept (Spence, 2016).

2.2 The multilevel theory of CSR (Pyramid of CSR)

Until very recently, researchers studied CSR at one level at a time, usually at the macro level. These studies would involve the institutional or organizational levels. However, the micro level, which deals primarily with the individual (employee) seems to have been overlooked. Not only is there a need for examination of this micro level, but also for studies that take all of these levels into account at the same time (multilevel and multidisciplinary) (Aguinis, 2012). Researchers who are mainly concerned with the institutional level tend to view this subject from the perspective of institutional theory (Bansal P. &., 2004). Organizational research usually adopts the resource-based view (Barney, 2011). Regarding the individual level, research relies mostly on theories about organizational justice and influence (Rupp D. E., 2006).

The institutional level is concerned with at least one of the following institutions: normative, cultural, and regulative factors (Scott, 1995). These could for example be: laws, constructs or norms that were shaped by different members of society such as stakeholders and consumers (Scott, 1995). It has been found that stakeholders impose CSR expectations on companies in different manners and for different reasons. Stakeholders can take the form of the shareholder (David, 2007), the consumer (Christmann, 2006), the media (Weaver, 1999), and various other interest groups (Greening, 1994). All these named stakeholders have the power to severely impact the image and revenue of a company. Theories point at the fact that stakeholders have three motives for imposing firms to undertake CSR activities: instrumental, relational, and moral (Aguilera R. V., 2007). Instrumental motives are based on self-interest, relational motives are based on improving relationships and moral motives are based on upholding ethical codes or one’s moral beliefs. Aguilera, found that the actions and influences of the stakeholders, standards, and laws function as a predictor of whether and to-what-extent a company decides to incorporate CSR activities. A problem that tends to arise however is that companies therefore decide to conduct CSR insincerely, minimally, and to only please the concerning stakeholder.
It has also been found that one outcome of engagement in CSR is an improved reputation amongst stakeholder groups (Brammer S. J., 2006) (Arora, 2007).

Regarding the organizational level there are multiple reasons to why a company might choose to engage in CSR. It seems to be generally recognized that CSR leads to increased competitiveness and legitimacy (Bansal P. &., 2000). Companies also reason normatively when deciding to engage in CSR. Many feel responsible, dutiful, or engage based on moral preferences (Bansal P. &., 2000) (Aguilera R. V., 2007). Numerous studies have been conducted regarding CSR’s impact on financial outcomes, however the findings show inconsistent results (Margolis, 2009) (Orlitzky, 2003). Lower debt levels and increased available resources however, have been shown to strengthen the relationship between CSR and outcomes (Graves, 1994) (Brammer S. &., 2004). The degree of transparency and contact with the public have shown to strengthen the relationship between CSR and outcomes (Fry, 1982). Company size also seems to moderate the relationship between CSR and outcomes (Godfrey, 2009). Intuitively this should make sense since increased size would lead to increased visibility to the public eye.

Lastly, the individual level, which has gained increased attention in the sphere of CSR and psychological studies. A study published in 2007 (Carmeli, 2007) showed that being part of a socially aware and responsible company leads to increased identification. This in turn, tends to result in employee engagement and retention (Glavas A. &., 2009) (Jones, 2010). Aguilera found that several normative motives have an impact on engagement in CSR. The author stresses an alignment to personal values, beliefs and problems (Aguilera R. V., 2007).

2.2.1 Internal vs external CSR

Both internal and external CSR have been of great interest for researchers in the last decade(s). External CSR can be regarded as the more conventional interpretation of the subject which implies the desire (or need) to do good to the environment around us. The majority that has been written about CSR focuses on how and to-what-extent companies engage in the external world (Aguilera R. V., 2007). Constantly changing expectations from external actors are increasingly putting pressure on companies to engage in CSR. A particular problem that seems to occur because of this is the “greenwashing” which basically means superficially engaging in CSR to satisfy external actors.

Internal CSR essentially implies the degree to which individuals are being treated fairly within an organization. Research has shown that employees’ attitudes are dependent on how fair they deem the organization to be. There has been a focus on ethical treatment of employees. Issues such as these have often been linked to justice theory (Rupp D. E., 2006). Organizational justice involves the treatment and degree of fairness concerning employees or certain groups within an organization.

2.3 The psychological foundations of CSR

2.3.1 Social identity theory

The research of psychology and organizational behavior concerning CSR activities has lately started showing more interest in employee attitudes and emotions. Studies showed that social identity theory (SIT) is the most powerful framework to explain the employees’ responses to CSR activities (Turker, 2009) (Brammer S, 2007) (Carmeli, 2007). Within this theory, all aspects of an individual’s self-image are influenced by the membership of social organization,
as people tend to define their self-description in a social context (Turker, 2009) (Brammer S., 2007). Each membership is seen as a dimension of one’s identity for the reason that each individual has the capacity to identify with others based on common interests and shared traits (Aquino, 2002).

Mirvis identified three levels of employee engagement in CSR, and one of them is very relevant from the perspective of social identity - the relational model. This model emphasizes that social and individual selves are linked. Similarly, the self can be seen as a whole which integrates people’s identities in different roles, for example, employee, co-worker and community member. To support Turker’s study, Mirvis’s findings show that CSR triggers a conversation between individual and corporate identity that impacts both the organization’s culture and the employees’ behavior. Considering that social identification is driven by self-enhancement, individuals have the tendency to associate themselves with social groups regarded as prestigious from their perspective, so that they can perceive themselves in a positive light and satisfy their need for self-esteem (De Roeck, 2016). Hence, when a company is seeking to stimulate people’s identities as part of a community or society, they are more likely to reveal their true self at work (Mirvis, 2012).

Regarding employees’ behavior, it was argued that they are motivated by a hierarchy of needs (Maslow’s pyramid), like security and social needs. People’s need for a meaningful existence suggests that money can keep a person on the job physically, but it will not keep him/her on the job emotionally. Employees are more involved, creative, positive and have higher quality cooperation when they work for a socially responsible organization (Glavas A. &., 2013) (Mirvis, 2012). The research of employee-focused micro-CSR stresses an increased level of applicants’ attractiveness (future employees) to an organization concerned with CSR activities, while the employees (current employees) working for such a company expose numerous positive attitudes, such as increased work commitment and more creativity (Rupp D. E., 2015). Furthermore, organizations can be considered places in which both individual and community involve in caring activities with the purpose to achieve mutual support and human achievement (Spence, 2016).

Equally, the organizational identification theory seen as an offshoot of social identity theory, suggests that employees are attracted to CSR as it provides an alignment of moral values and the chance to accomplish a higher purpose in work, thus more satisfaction on both personal and professional levels (Rupp D. E., 2015). In a study about employee engagement with CSR, Slack brought into discussion the social exchange theory that seems to bridge the organizational identification and social identity theories. Thus, social exchange theory is a principle of reciprocity between parties, meaning that the engagement of the employees to organization depends on their perception of the value they receive from the organizational membership (Slack, 2015). Organization’s social responsibility plays a key role in employees’ day-to-day attitude and in shaping their perception and trust in the organization. Their engagement in CSR activities is based on a ‘normative treatment’, the moral duty to treat others fairly, thus moral values are equally important for both individuals and organizations in order to implement CSR (Hansen, 2011).
2.3.2 The role of perception

Perception plays a significant role in determining organizational identity. In this context, it is argued that perception is even more relevant than reality. People’s social behavior is influenced without their conscious involvement. Similarly, the employee’s perception of CSR alters his/her behavior. (Glavas A. &., 2013). Additionally, the formation of perceptions about how both the self and others are treated by the organization represent a key element of the employee’s experience (E. Rupp, 2011). The more positive the employees’ perception of the external image of their organization’s CSR engagement, the stronger their organizational identification (Glavas A. &., 2013).

2.3.3 Moral identity

The research of psychology and the micro foundations surrounding CSR has only recently gained some traction (Rupp D. E., 2013). Within these micro foundations, one is concerned with the perspective of employees and how they perceive and react to CSR related undertakings (Carmeli, 2007). Attempts have been made to apply several theories on this subject in particular, such as: motivation, justice and behavioral science (Rupp D. E., 2013). Additionally, the way in which employees perceive CSR seems to be positively related to their organizational identification, commitment, retention, and citizenship behaviors (Brammer S, 2007).

Three different models have been presented and agreed upon regarding why people react to injustice. These have also been called “drivers” that motivate individuals to act in a responsible manner (Gond, 2017). The first one is called: the instrumental model (driver) which emphasizes the need for control and other self-serving concerns. Essentially, we react to injustice amongst others because we fear that something comparable could happen to ourselves. The second is called: the interpersonal model (relational driver) which argues that people value justice and responsibility because it strengthens the sense of belongingness to a group. Certain researchers have also argued that individuals have a “need for external recognition” which is why they might choose to participate in for example: volunteering activities (Grant, 2012). According to these two models, the reason we care about injustice is that it jeopardizes our control and self-esteem and not necessarily because we “feel for others”. A third view that has appeared regarding possible drivers that people might have is morality-based. This view accepts that people value human dignity and that it in some cases, acts as a stronger motivator than the two aforementioned drivers (Aguilera R. V., 2007).

From a moral philosophical perspective, it has been argued that CSR matters to people for deontic reasons as well. This theory suggests that people care about justice not only out of self-interest but also because people have a fundamental moral belief that individuals should be treated equally (Folger R. , 2001) (Folger R, 2008). There is some compelling evidence that suggest that indeed, people care about others’ wellbeing in the workplace, and that this feeling transcends self-interest (Rupp DE, 2010). The concern for others is also commonly called “third-reactions” to justice. A lot of more contemporary research has focused whether we care about justice for merely self-saving reasons (Rupp DE, 2010). The deontic justice theory explains how people might be motivated by moral virtue.

The concept of deontology started with Kant who argued that one’s cognitive processes are enforced by categorical imperatives. Categorical imperatives are commands one must follow, regardless of personal desires, these are moral obligations that are derived from reason. Kant argued that mostly, we make choices not because we ought to do them but because they are
contingent on the desires we might have. Deontology is therefore not concerned with foreseeable benefits that result from instrumental and interpersonal motives. Rather, a person’s action is independent of the consequences resulted from that action or behavior.

Folger argues that people can sense “moral unease” when they see others being treated unfairly which motivated them to act against it to address the injustice (Folger R., 2001). This state of being able to sense moral instabilities has also been called the “deontic state”. A series of studies have been done to prove the existence of deontological reasoning even in workplaces which showed that people were willing to sacrifice their own resources to “punish” others who were deemed to act unfairly (Kahneman, 1986). More proof was later published by Rupp showing that “deontic responses to injustice” are even more apparent for people higher in so called “moral maturity” (Rupp D. E., 2003). Rupp found that people lower in moral maturity were more likely to make self-serving allocations. Fairness theory and the deontic model suggests that morality can act universally and that individuals can have automatic morally-motivated responses when witnessing injustice. These reactions can be positive or “vengeful” depending on the outcome (Rupp D. E., 2006).

What this eventually means for CSR is that individuals will more likely remain attached to organizations of which its values remain in line with employees’ moral beliefs (Folger R. C., 2005). Employees could therefore not only undertake initiatives out of self-service or need for belongingness but also because of fundamental beliefs they think are just and relevant (Aguilera R. V., 2007). Evidence suggests that employees have shown willingness to reject higher pay in order to work for a responsible firm (Barbian, 2001).

2.4 Organizational commitment

The notion of organizational commitment was originally (and typically still is) defined as: “the relative strength of an individual’s identification with and involvement in a particular organization” (Porter, 1974) (Peterson, 2004). Organizational commitment was already studied within different frameworks a couple of decades ago and it has been linked to outcomes such as turnover and performance (Porter, 1974) (Meyer, 1989). Peterson found that a company’s social reputation influences the employees’ attitudes towards work as well as commitment. She also found that employees derive a positive sense of identity with a firm that tries to uphold socially valuable characteristics. Conversely, it can be detrimental to an employee’s overall commitment if a company has a negative outward reputation, which in turn, could lead to worsened performance. People also seem to differ in the way they value CSR. Some value organizational responsibility more than others. According to her study, performance in the so-called “ethical domain” is the most important with respect to organizational commitment (Peterson, 2004). Mueller et al also found a positive relationship between CSR and affective organizational commitment by studying employees across 17 countries. CSR seems to reflect perceptions of actions undertaken towards external parties. They argued that employees may identify more with a company that commits itself toward positive social behavior. There is also a larger probability that positive organizational behavior will resonate better with an employees’ own values (Mueller, 2012).

The organizational commitment is influenced by many aspects such as justice, fairness, the CSR dimension (internal or external) and the stakeholders’ perceptions. Employees can play the role of observers of others’ treatment and they can judge the CSR of the organization both on internal and external levels. They compare their organization and the way they are treated with other organizations. Therefore, employees’ perceptions of how they and their colleagues
are treated impact both their level of commitment as well as their self-focused justice perceptions (E. Rupp, 2011).

Brammer distinguished between three types of organizational commitment: *affective commitment* which stands for involvement and emotional attachment to organization, generally linked with CSR, *continuance commitment* which is defined as the perceived cost associated with leaving the organization and *normative commitment* which refers to the perceived obligation to stay in the organization (Brammer S, 2007).

Another aspect that has to be mentioned is that the relationship between CSR and organizational commitment depends on gender variation. For example, the relationship between training programs and employees’ commitment is stronger for men than for women, whereas the correlation between external CSR, justice and employees’ commitment is more powerful for women than for men (Brammer S, 2007) (Peterson, 2004).

### 2.4.1 Employee Engagement

People are driven by various ambitions, values, expectations and interests, thus not all employees are equally eager to commit to CSR. Scholars define employee engagement as a psychological state which includes both cognitive and affective factors (Gokin, 2015). Employee engagement can be seen as a behavioral tendency of a person. Therefore, the employee’s decision to engage depends on a complex mix of both personal and organizational aspects which need to be considered when discussing CSR benefits for employees (Slack, 2015) (Gokin, 2015). Engaged employees express themselves physically and emotionally. They show dedication and involvement in their tasks, while investing time and effort into issues that are significant for them (Mirvis, 2012). Furthermore, Gokin suggests that the level of employees’ involvement relies on three factors: *psychological meaningfulness of work*, which refers to personal presence, role and performance. *Psychological safety*, which relates to the existence of a trusting environment so that the employee can show his/her true self without fear. *Psychological availability*, when they feel that psychic, emotional and psychological support are accessible (Gokin, 2015).

Considering the individuals’ values, there are three types of employees (typologies): *committed* – those people driven by both personal value and social justice, *indifferent* – the employees who are pragmatic and goal oriented, they understand the role of CSR but do not engage themselves and lastly, *dissident* – those employees who regard work as an economic contract and are not interested in taking responsibility for a social role (Slack, 2015).

Realizing how people can have different ethical mind-sets, they reason according to different types of engagement. Three types of engagement were determined: *trait engagement* – view the world from a particular perspective. *State engagement* - the feeling of full implication in one’s work. *And finally, behavioral engagement* – a form of in-role behavior (Gokin, 2015).

### 2.4.2 Organizational culture

The culture of the organization plays a pivotal role in employee engagement, commitment, moral justice and CSR. The organization is responsible for turning the CSR activity into an effective strategy, not just as a tool for establishing relationships with external stakeholders, but also as a tool capable of gaining the hearts and minds of employees (Hansen, 2011) (Slack, 2015). In the pursuit of corporate sustainability, organizations influenced by human relations culture, such as social interactions, will pay more attention to their employees’ development
and learning opportunities. Thus, the organizational culture is strongly correlated with the adoption of CSR (Linnenluecke, 2010).

The organizational culture can be analyzed on a multidimensional scale. Firstly, the observable culture which refers to the visible organizational structure and behaviors. Secondly, the espoused values associated with organization’s strategies and goals. Finally, the underlying assumptions which stand for the unconscious beliefs and perceptions (Linnenluecke, 2010).

Regardless of the culture dimension, CSR must be regarded as a key-value of the organization and it should be built into employees’ personal development plans so that it becomes a strategy that is supported and lived (Slack, 2015) (Linnenluecke, 2010).
3 Research questions

**Research question 1** – What makes individuals become more motivated in engaging with CSR activities in organizations?

**Research question 2** – Why are individuals - who are already active in CSR positions - motivated to engage in these challenges?
4 Research Plan

This chapter gives an overview of the research approach used for this thesis. It includes a detailed presentation of the chosen methodology in correlation with the philosophical perceptions and a discussion regarding the quality of the research. Ethical considerations are provided in the last part of this section.

This chapter focuses on the research approach we are going to use for this study. The type of research varies between different types of educational degrees. For example, applied research is used in undergraduate studies, while in postgraduate studies both evaluation research and applied research are used. Applied research is characterized by interview-based studies of employees’ attitudes and is conducted in teams within a limited amount of time. Evaluation research involves analyzing existing data and making recommendations for future improvements (Easterby-Smith M. T., 2015).

4.1 Research design

The research design is an important aspect as it provides both a plan for the research study and a guideline for our project. Additionally, it contains information regarding the type of methodologies used and explanations that support our decisions.

Previously, we have defined the research questions – what our research revolves around, thus what are we going to do. Then, we developed our research proposal within the theoretical framework section. Within this chapter we will provide data regarding the type of research, philosophical assumptions, research method, data collection techniques and our approach to data analysis. A brief explanation of each step of the research design is included.

Figure 1 An Interactive Model of Research Design (Maxwell, 2012)

Philosophical assumptions – Each project is based on different philosophical perceptions. There are many philosophical debates regarding the relationship between data and theory. The philosophical factors impact the quality, creation and satisfaction of the research activity (Easterby-Smith M. T., 2015).

Research methodology – We decided to use qualitative research in order to investigate our research problem. We conducted interview studies in order to explore the perception of employees on CSR, which later was used to as empirical data.

Data collection – We used guided open interviews for gathering data. The level of structure of this type of interview is highly relevant for our study as not only does our research problem
involves knowledge of CSR but also psychological factors (attitudes, ethics, personal motivation).

**Data Analysis** – Thematic analysis is used to analyze the data. We used the codes-to-theory model to identify the emerging factors, also known as themes, that are relevant for answering our research questions.

**Findings** – The final step in the research process is providing the conclusions. The written record of our research is presented in the form of the current thesis.

### 4.2 Research philosophy

Philosophical assumptions can affect the quality of the study. Therefore, they are of central concern in research design and evaluation. Knowledge of philosophy can help the researcher have a clear sense of his/her role while conducting the research. It can help to formulate a convenient research design, and the researcher has the possibility to adjust the research design according to the constraints of knowledge structures (Easterby-Smith M. T., 2015, p. 46).

The existence of different types of research philosophies helps us deal with the nature and development of knowledge.

The researcher has the obligation to know the most important philosophical assumptions which are related to the underlying ‘epistemology’ which guides the research (Meyers, 2008, p. 36). Epistemology refers to the nature of knowledge and justified judgement. It is a general set of assumptions about ways of inquiring into the nature of the world (Easterby-Smith M. T., 2015). Two of the most fundamental epistemological paradigms are constructionism and positivism. Yet, there is a hot debate about their interpretation (Meyers, 2008, p. 36). However, an interview study approach is independent of the philosophical position adopted. It can use either or both epistemological assumptions. Furthermore, it has been shown that by applying a mixed method (ie. both constructionism and positivism) the researchers have a great potential to identify deeper insights into their study (Easterby-Smith M. T., 2015).

Constructionism emphasizes the practical consequences of the research findings as the most relevant part of the research (Easterby-Smith M. T., 2015). Moreover, it focuses on the way in which people make sense of the world. The aspects of social reality are determined by people rather than by objective and external factors. The researcher should therefore try to understand the various experiences that people go through, rather than searching for external causes of fundamental laws to explain a certain behavior.

As opposed to constructionism, positivism assumes that reality is objectively given, and its properties can be measured through specific and accurate methods which are independent of the researcher (Meyers, 2008, p. 37). From the positivist perspective, relative and subjective experience are not relevant in coming to knowledge.

The focal point of our research is represented by people’s behavior, perceptions and emotions. Therefore, we chose to adopt constructionism as our research philosophy.

### 4.3 Research approach

An interview study approach based on thematic selections was adopted. This consisted of face-to-face in-depth interviews with employees, sustainability reports, research diary and CSR literature. At the time of the study, the authors also participated in the CSR conference that took place in Jönköping on April 14th, thus notes and observations were added to the diary.
This study focuses on people motives and emotions, therefore through qualitative interviews we can gain insights into the relationship between individuals and their beliefs (Kvale S., 2009). Moreover, semi-structured interviews and follow-up questions enable participants to speak freely about their attitudes toward CSR, their emotional and moral drivers and determine them to be sincere and engaged in discussion. From the researcher perspective, qualitative study allows the exploration of nuances related to a research problem (Janesick, 1994). This study examines intangible aspects as the focus on the study is on understanding why people behave in a certain way with regard to CSR.

The case method is beneficial for our study because it has the advantage of illustrating abstract concepts, providing inspiration for new ideas, and lastly, it looks in-depth at a particular and complex context (Easterby-Smith M. T., 2015, p. 90) (Eriksson, 2009). Even one single case can provide credible and powerful tests of theory. From both positivist and constructionist perspectives, when using case methods, the researcher shall use designs that are established at the outset, but then be flexible about their adaptation. (Easterby-Smith M. T., 2015, p. 92).

People are complex, and understanding their emotions is vital for our study. Furthermore, it seems that there are many underlying mechanisms of CSR at an individual level, that have not been explored yet. Hence, there is much to be learnt from people’s motives and their role in shaping and promoting CSR awareness.

4.3.1 Data collection

Qualitative data is defined as non-numeric pieces of information developed by the researcher through: interviews that must be prepared, conducted and transcribed, photos and research notes (Easterby-Smith M. T., 2015, p. 129). The way in which data is collected influences data analysis and data conclusions. There are two main approaches to gathering qualitative data: secondary data such as reports and databases and primary data which is more interactive and is collected by the researcher for the purpose of his/her study (Easterby-Smith M. T., 2015, p. 130). For this thesis, we collected primary data by qualitative interviews that are defined as direct conversations revolving around a certain topic: underlying mechanism of CSR in our case and secondary data which consisted of sustainability reports.

Interviews are considered the best way of gathering data as they allow an in-depth exploration of a particular topic. In qualitative research, there are three types of interviews: highly structured, semi-structured, unstructured/open (Liamputtong, 2009) (Easterby-Smith M. T., 2015, p. 139). We considered that semi-structured interviews along with a topic guide are the most appropriate approach for this study. The purpose of the topic guide is to ensure consistency across the interviews. This approach allowed us to make sure that both interviewees and interviewers are on the same page, the participants have a clear understanding of the purpose of the study and in addition, this way lead to a higher degree of confidentiality as the participants tend to be more personal in their answers. During semi-structured interviews, new questions emerge which allow the researcher to further delve into relevant themes. By adopting this method of data collection, we got to hear the interviewee’s personal motives for his/her involvement with CSR, which further lead to meaningful conversations for our area of interest.

4.3.2 Interviews

The participants were selected consciously, acknowledging that this study requires individuals working in the field of CSR and/or sustainability. The interview questions were designed in
such a manner that it requires individuals with knowledge about the subject to give meaningful answers. Each and every interviewee therefore works in either:

- an organization which has CSR as a core-value. It is assumed that every employee in this type of company has some sort of purposeful connection with the subject.
- a “regular” organization with no distinguished activities or history within CSR and sustainability but he/she has a position within CSR with the aim of maintaining and/or improving the company’s sustainable practices.

<table>
<thead>
<tr>
<th>Position</th>
<th>Company</th>
<th>Type</th>
<th>Age</th>
<th>Gender</th>
<th>Duration</th>
<th>Interview Type</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability Department</td>
<td>A – S1</td>
<td>Electricity</td>
<td>Younger middle-age</td>
<td>Female</td>
<td>55 mins</td>
<td>In Person</td>
<td>Jönköping</td>
</tr>
<tr>
<td>Head of District</td>
<td>B – S2</td>
<td>Aiding immigrants</td>
<td>Middle-age</td>
<td>Female</td>
<td>50 mins</td>
<td>Skype call</td>
<td>Vrigstad</td>
</tr>
<tr>
<td>Sustainability Manager</td>
<td>C – S3</td>
<td>Real Estate</td>
<td>Middle-age</td>
<td>Female</td>
<td>46 mins</td>
<td>In Person</td>
<td>Jönköping</td>
</tr>
<tr>
<td>Environmental Engineer</td>
<td>A – S4</td>
<td>Electricity</td>
<td>Younger middle-age</td>
<td>Female</td>
<td>49 mins</td>
<td>In Person</td>
<td>Jönköping</td>
</tr>
<tr>
<td>CEO</td>
<td>D – S5</td>
<td>Commodity products.</td>
<td>Older middle-age</td>
<td>Male</td>
<td>52 mins</td>
<td>In Person</td>
<td>Jönköping</td>
</tr>
<tr>
<td>Self-employed/Owner</td>
<td>E – S6</td>
<td>CSR consulting</td>
<td>Middle-age</td>
<td>Female</td>
<td>58 mins</td>
<td>In Person</td>
<td>Jönköping</td>
</tr>
<tr>
<td>Head of Sustainability</td>
<td>F – S7</td>
<td>Real-estate</td>
<td>Middle-age</td>
<td>Female</td>
<td>47 mins</td>
<td>In Person</td>
<td>Jönköping</td>
</tr>
<tr>
<td>Employee</td>
<td>G – S8</td>
<td>Consultancy company</td>
<td>Younger middle-age</td>
<td>Male</td>
<td>53 mins</td>
<td>In Person</td>
<td>Jönköping</td>
</tr>
<tr>
<td>CEO</td>
<td>G – S9</td>
<td>Consultancy company</td>
<td>Middle-age</td>
<td>Male</td>
<td>50 mins</td>
<td>In Person</td>
<td>Jönköping</td>
</tr>
</tbody>
</table>

*Table 1 Research participants*

In total, nine interviews of semi-structured nature were conducted. The interviews lasted within the range of 45 – 60 minutes. This was mostly due to time constraints that the interviewees were facing. All interviews were later transcribed into text without excessive alterations. The reason for this is that significant valuable information can be extracted by examining the *manner in*
which questions are answered. Despite the interviews being semi-structured, certain effort was put in trying to wrap up the interviewees’ answers relatively quickly, allowing us to cover all the questions.

A topic guide was made and sent out to all interviewees at least a week beforehand. The topic-guide covered basic information about the study, ethical concerns, information about ourselves as well as the interview questions. The interviewees were made aware that not all included questions would be covered. Rather, the guide functioned as a preview, including the type of questions that could appear, allowing the interviewee to prepare him/herself properly, if desired. During the interviews, follow-up questions were used if certain answers or statements invited more in-depth follow-up questions. As a result, all interviews had their own characteristics. Some examples of the preparation questions are shown below, the topic guide is added as appendix.

**Basic information**
1. What is your role in the company?
2. For how long have you been working for this company?

**Moral questions**
1. What are your main concerns regarding the world that we live in?
2. What is more important to you to have a secure/safe job or to have a meaningful existence?

**Organizational questions**
1. How exposed are you to the organization's CSR activities?
2. How do these activities align with your personal values and beliefs

4.3.3 Data Analysis

The collected data was analyzed through thematic analysis approach. This is a qualitative technique for text analysis, which allows a better understanding of context and time. In qualitative research, this method is used to identify, analyze, organize, describe and report themes within a data set (Braun V., 2006). A theme is defined as an abstract entity that links substantial aspects of the data together and brings meaning to a recurrent experience and its alternative manifestation (Nowell, 2017). Themes are defined by different concepts, ideas and experiences which are brought together and which often have no meaning when examined alone (Aronson, 1994). One of the advantages of this method is that it constraints the researchers to follow a clear and well-structured approach to handling data, helping to produce an accurate and organized final report (King, 2004). Even though this method has many benefits, there are also some disadvantages. The flexibility of this method might lead to a certain level of inconsistency and a lack of integrity when identifying the themes (Holloway, I., 2003). However, we tried to ensure the trustworthiness of the study by applying Guba’s quality criteria, which is outlined in more detail under Research Quality section below.

There are many similarities between thematic analysis and grounded theory, however they are not the same. Thematic analysis is an analysis method while grounded theory is a methodology. The purpose of grounded theory is to build a formal theory out of data (Easterby-Smith M. T., 2015, p. 191). Still, there are some researchers who claims that thematic analysis should be regarded as a method on its own (Nowell, 2017) (King, 2004) (Braun V., 2006). Considering that this research focuses on people’s emotions and beliefs, thematic analysis was chosen as it
is a useful method for examining the attitudes of participants by highlighting similarities, differences and generating unforeseen insights (King, 2004) (Nowell, 2017).

The first step of thematic analysis approach is represented by familiarization with the collected data. This implies that the researchers must read through the entire data (transcripts, interview notes and so forth) at least once before starting the coding process. (Braun V., 2006). The purpose of this initial phase is to remind the researcher what the focus of the study is (Easterby-Smith M. T., 2015, p. 192).

The next step is the coding process. A code is defined as a word which summarizes the meaning of a chunk of data (Easterby-Smith M. T., 2015, p. 192). At this step, different statements are analyzed, categorized and labeled accordingly as they can relate to a theme in the data (King, 2004).

The conceptualization phase is the next step in the process. At this point, researcher seeks to identify patterns among the codes (Easterby-Smith M. T., 2015, p. 192), which are then sorted and collating into categories (Braun V., 2006).

In the next phase themes are developed. They might emerge inductively from the raw data or deductively from theory and prior research (Boyatzis, 1998). Inductive analysis is a process of coding data without trying to fit it into a prior coding frame or alter it by the researcher’s preconceptions (Braun V., 2006). In this study, we used the inductive approach of generating the themes. By adopting this data-driven approach, the themes are strongly connected to the data itself.

The final step is represented by reporting the results. This phase starts once the researcher has established and reviewed the themes (Braun V., 2006). Direct quotes from respondents are a vital component of the final report (King, 2004) as they can help in the understanding of specific points of interpretation and demonstrate the prevalence of the themes (Nowell, 2017). Furthermore, some extracts of raw data give readers an overall view of the original text and increase the validity of the analysis (Nowell, 2017).
Figure 2 Codes-to-theory model  (Easterby-Smith M. T., 2015, p. 193)

4.4 Limitations and delimitations

This study examined the thought-processes of people who are actively working in the field of CSR and sustainability with the aim to find links and commonalities in their ways of thinking, their philosophies, and worldviews. Realizing that people are complex and their “thinking” can vary drastically even when they operate in the same field, there will always remain a risk of individuals giving responses that deviate excessively from each other. This could lead to difficulties in attempting to create linkages and therefore gather necessary evidence. In addition, we anticipate the risk of interviewees missing the point and not giving the type of response hoped for.

To avoid inconsistencies in responses and data, we have deliberately chosen to limit ourselves to: organizations that have adopted “CSR and Sustainability” as a core value in Sweden or individuals who currently work in a CSR related position. We anticipated that people who actively work with sustainability, share, to a certain extent, the same mindset, morals, and values.

4.5 Research quality

The purpose of quality in research is to generate understanding. Therefore, the researcher has an important role in developing and following guidelines for conducting and judging qualitative studies (Stenbacka, 2001). Moreover, quality depends on how researchers approach their study and on what criteria are used in assessing the trustworthiness of the research data. From the researcher position, we must make sure and be able to justify that our research is useful, relevant, credible and of interest to others (Easterby-Smith M. T., 2015, p. 214). Additionally, the quality of the study is highly influenced by epistemological assumptions. Positivism is associated with quantitative approach, while qualitative research is linked with post positivist and constructivist perspective (Morrow, 2005).
Considering constructivist approach, the standards of trustworthiness in qualitative studies consist of four main qualities: credibility, transferability, dependability and confirmability, also known as 'traditional scientific research criteria' or Guba’s quality criteria (Morrow, 2005). We followed Guba’s criteria in order to ensure the validity and transparency of our study. The considerations made to achieve these qualities are shown below.

### 4.5.1 Credibility

Credibility aims to ensure internal consistency and rigor in the research. The findings must be conceivable from the participants’ perspective. The reliability of the method is achieved through persistent observations in the field, the use of peer debriefs and participant validation/check (Morrow, 2005).

Considerations made to guarantee credibility:
- The use of peer-reviews through thesis seminars
- Participant checks – each interview transcript was emailed to the interviewee for his/her approval and validation
- Reflexivity – from researcher perspective, we enhanced self-reflexivity by asking ourselves what kind of data was (and was not) collected; what are the shortcomings and the possible biases

Factors that limited credibility:
- Short period of interaction with each interviewee
- Difficulties in gaining access to organizations
- Short period of data analysis

### 4.5.2 Transferability

Transferability refers to the degree in which the results of a qualitative research can be generalized or transferred to other contexts. This is achieved by providing rich descriptions of both researcher and context such as: process, participants and researcher-participant relationship (Morrow, 2005). By doing so, the reader can have a clear view of the findings and decide whether they are transferable or not.

Considerations made to guarantee transferability:
- Include participants who have a similar context – CSR implications, in order to establish a good context description

Factors that limited transferability:
- Rich descriptions of process and participants are limited by ethical reasons: anonymity, privacy and confidentiality

### 4.5.3 Dependability

Dependability aims to achieve stable results, consistency of inquiry processes used over time and the extent to which the study can be repeated by other researchers. This is accomplished
through tracking the research design and by establishing a detailed chronology of both research activities and processes (Morrow, 2005).

Considerations made to guarantee dependability:
- Descriptions of data collection and data analysis

Factors that limited dependability:
- Focus on one location only – Jönköping

4.5.4 Confirmability

Confirmability shows how well the research findings are supported by others. It is based on the assumption that the researcher can never be objective which implies that the integrity of the results must lie in data – real facts, rather than outlining researcher’s beliefs (Morrow, 2005). The methods used to achieve confirmable studies include the tracking of research activities and data.

Considerations made to guarantee confirmability:
- Peer-review through thesis seminars
- Data collection description

Factors that limited confirmability:
- Ethical considerations which limited us from providing exhaustive descriptions of participants and companies

4.6 Ethics

This study focuses on individual perspectives and beliefs. The disclosure of the respondents’ viewpoints imposes ethical principles that must be taken into consideration. There are 10 key principles in business research which are subdivided into those that refer to the protection of the research participants and those which protect the integrity of the research area (Easterby-Smith M. T., 2015, p. 122). They are outlined in the table below.

By taking into consideration the ethical implications regarding research participants and the fact that our study includes sensitive aspects such as morality and individual perceptions, we had to establish a safe environment for respondents while collecting the data. This implied that the interviews took place at the participant’s workplace and were conducted in a meeting room previously booked/chosen by the respondent himself/herself. By doing so, participants felt more comfortable and not stressed by uncertainty and “the unknown”. Only one interview was conducted over Skype.

Another important ethical implication is that of honesty and transparency while communicating about the research and reporting.

In order to assure a high level of clarity and to avoid ambiguity, a topic guide was created. It includes the purpose of our study, a description of how the collected data will be used under the consent section, some examples of interview questions and a brief note about ourselves. This document was sent to participants prior to the interview meeting. Each participant had the possibility to decline the meeting or to come up with questions at any given time, in case that he/she did not agree with the data presented in the topic guide or if any further explanations
were required. Additionally, when attending the CSR conference on April 14\textsuperscript{th}, one of the authors of this study, gave a short presentation of the research background and purpose. In this way, the people who were interested in this study were able to form a general idea about the interview, even before receiving the topic guide.

Moreover, lately there has been an increase in research ethics regulations and governance. Therefore, from a researcher position we became even more responsible for what we could reveal and under what conditions (Miller, 2012, p. 2).

While conducting this research one of the main ethical dilemmas was represented by the blurring boundary between ensuring the confidentiality of the data and the credibility of the study at the same time.

To avoid misleading and to protect the integrity of the research, all the taken steps during this study were provided in this document.

<table>
<thead>
<tr>
<th></th>
<th>Key principles in research ethics (Easterby-Smith M. T., 2015, p. 122)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ensuring that no harm comes to participants</td>
</tr>
<tr>
<td>2</td>
<td>Respecting the dignity of research participants</td>
</tr>
<tr>
<td>3</td>
<td>Ensuring a fully informed consent of research participants</td>
</tr>
<tr>
<td>4</td>
<td>Protecting the privacy of research participants</td>
</tr>
<tr>
<td>5</td>
<td>Ensuring the confidentiality of research data</td>
</tr>
<tr>
<td>6</td>
<td>Protecting the anonymity of individuals or organizations</td>
</tr>
<tr>
<td>7</td>
<td>Avoiding deception about the nature or aims of the study</td>
</tr>
<tr>
<td>8</td>
<td>Declaration of affiliations, funding sources and conflicts of interest</td>
</tr>
<tr>
<td>9</td>
<td>Honesty and transparency in communicating about the research</td>
</tr>
<tr>
<td>10</td>
<td>Avoidance of any misleading or false reporting of research findings</td>
</tr>
</tbody>
</table>
5 Results

This chapter provides an overview of the empirical data. An inductive approach was used in the thematic analysis coding process. As a result of data analysis, five themes were identified: age and nurture, regulations, individual ethics and morality, internal promotion of CSR and inclusion of departments and employees. Furthermore, secondary data was also used in this study.

The participants are all responsible for implementing CSR strategies within their companies. One of them is also engaged in providing help to other companies to define their sustainability strategies and guide them to include CSR on their daily agenda. They work with both regulations and internal company values in order to increase CSR awareness and to contribute to a better society.

All participants mentioned that - right now - the interest in CSR is enormous due to both new regulations and people’s increased consciousness regarding global issues. Nowadays, people are more aware of the fact that they cannot take environment and world for granted; therefore, they try to learn about how to behave in a more responsible way.

Although, all interviewees highlighted and focused on the positive actions everyone takes in relation to CSR, one of the participants brought into discussion the greenwashing concept. Greenwashing is seen as a phenomenon introduced by the sudden increased importance of CSR. It refers to the fact that sometimes companies prepare reports about their sustainable activities, whilst in reality the data is not supported by actual actions. The personal motives and morality of an individual play a major role in avoiding or adopting greenwashing. If a person does not act in a responsible way in his/her private life, then he/she will not act responsible in his/her professional career either.

All participants mentioned that some of their main concerns related to the world we live in are environmental capacity and human relations such as: gender issues, racism, human relations with one another, international politics, war and conflict.

Respondents see their current involvement into CSR as a process where they are scaling up and working hard towards making their actions into reality. One of the participants sums up this process in a great way by using a quote: “He who stops trying to become better, stops being good.”

5.1 Theme 1: Age and Nurture

The respondents associated the increase of CSR awareness with many determinants. A noticeable factor is represented by age and nurture, as it seems that younger generations are more aware of environmental, societal and economic issues. Almost all respondents agreed on the fact that young people display a keen interest in CSR and are able to see things from a different perspective than older generations. For example, the interest in organic food. Most of the interviewees seemed unsure about what specifically sparked their interests in CSR. When asking questions such as: “Where does this interest in CSR and sustainability come from?” most of them could not point out a specific event in their childhood. A couple of them mentioned how their childhood, and specifically their parents shaped their interest in sustainability. Parents play a major role in defining their children mindsets and vision of life.
"I think that parents and upbringing are very important. " - S5

"My mother is really into social responsibility – taking care of people: poor people, and she helps people who come from different countries to integrate in our country. So, I was brought up with this perspective. My father is an entrepreneur."

- S6

However, parents can also be negative role-models for their children. Unfortunately, in this situation, children have to put in their own effort to enlarge their perspectives about responsible behavior, otherwise they might become adults with no real interest in CSR.

"For example, when you see your parents throwing cigarettes on the ground as a child, this becomes a normal thing for you." - S5

On the other hand, children can actually motivate and determine their parents to adopt CSR within their business. According to our interview data, some of the reasons why the younger generations are more active in CSR are a consequence of the access to social media and better education.

"My daughter came home and said to me: “you are leading a big company, so you should take more responsibility. You have to think about the environment and people.”” – S6

Through social media, people become aware of their own impact on the world. They can see that the world is a mirror of their own actions and that everything is connected. The environment and society are related to each other.

Education allows children to learn about issues such as the environment, energy and so forth from an early age. Later they will be able to re-discover those pieces of information as CSR. They grow with the concept of CSR, because it is brought up and emphasized in the early stage of their life.

"Today even at child-daycare, children get educated on environment. " - S5

"My children are 7 and 9 years old and they are already talking about food waste and recycling." – S5

Other factors that lead to an increased CSR awareness are the exposure to worldwide information as well as individual development and background. One of the respondents perceived CSR as linkage between entrepreneurship, business and social responsibility.

"I think that CSR is a mix of them, as you have to think about business opportunities." –S6

This view of CSR as a bridge between social responsibility and business highlights the importance of doing business in a responsible way. Every company has an impact on society, and are therefore responsible for their actions.

Regarding the exposure to information, technological advancements have given us the chance to travel virtually everywhere in the world and acquire knowledge about how things work on a global level. From the consumer perspective, one has the right and the possibility to know the origin of every part of a particular product and service. This was not possible even 15 years
ago. Moreover, in the past, people did not know the meaning of sustainability. CSR courses were available only in developed countries. Information was hard to get by.

“When I was a student there were no sustainability courses available” – S6

“In 2000 every time I spoke about sustainability I had to explain what it was.” – S7

“10 years ago, it was very hard for our sales-people to convince buyers to buy these products “because they are sustainable”, there was no awareness, buyers didn’t care.” – S5

5.2 Theme 2: Regulations

All participants outlined the fact that regulations have an impact on the CSR strategies and practices of the company. The Swedish Government has introduced a law for the mandatory issue of a sustainability report. The legislation on Sustainability Reporting forces companies to issue their sustainability reports. These new regulations affect about 2000 Swedish organizations.

Some of the interviewees mentioned that the new regulations have a positive impact on the companies as they set a common ground regarding how things should be done. These new directives give direction and help organizations to identify their weak spots to improve their strategies and become more active in CSR. Additionally, the directives persuade companies to view sustainability as a priority for the benefit of their business.

“the governments are doing their best now to push new rules on municipalities and companies.” – S2

“... it gives companies like ours a ‘road to follow’” – S1

“the law helps them to put sustainability higher on their agenda.” – S6

However, having strict regulations is not enough. It is easier to speak about than to work with sustainability. The difficult part is to follow the regulations and to make sure that they are reflected and implemented in company’s activities on a daily basis. At the beginning, people are afraid of workload and see these regulations as unnecessary extra work. It takes some time for people to acknowledge the benefits introduced by law. Sometimes, they also realize that they were already working with the requested CSR actions, but that they were just not aware of it. People are also afraid of making mistakes caused by their lack of CSR knowledge and they are frightened by failure. These are normal psychological reactions when they are confronted with new challenges and perspectives.

“At first, people saw this as a liability, ‘just another thing to do’. But when we started to work with it, we realized that we were already doing a lot of these things.” – S4

Other respondents highlighted the importance of morality, suggesting that people should act in a responsible way regardless of regulations. One’s own personal beliefs should be stronger than an imposed force.

“I would not say that regulations are a motivation for the employees.”- S4
“As an individual, you can obviously be active as a civilian and make positive impact. This drive can be stronger than a rule.” - S2

5.3 Theme 3: Individual ethics and morality

Directly or indirectly, all participants brought up the importance of individual beliefs and moral behavior. Almost all of them said that they were interested in sustainability issues before having a CSR-related position. When asked about their personal concerns regarding the world we live in, the answers included: over-consumption, climate change, transportation and human rights.

“It’s all about ethics and morals.” – S5

It was also mentioned that acting responsibly has become part of their way of being. Most of the times they work with sustainability without even thinking about it. It is very deeply rooted into their daily routine on both personal and professional levels.

Another finding is that having the opportunity to work with sustainability and being interested in CSR on individual level and in private life, gives people the feeling of having a positive contribution to society and allows them to have an impact on the world. This gives them satisfaction.

“It is nice to have a job that has a meaning, absolutely.” - S3

“Sustainability interests me, also in my private life. So, it’s nice to work with something I have interest in at the company as well and being able to make an impact.” – S1

“We have to make smart decisions today for tomorrow. And I like this aspect about my job.” – S7

Some of the interviewees made it clear that law itself cannot compel people to become environmentally or socially conscious. Moreover, the law can lead to greenwashing actions without individual moral drivers. Even though we might all agree with the fact that CSR has great benefits, we are actually living in a world driven by money and consumption. The consumer’s behavior is still characterized by quantity over quality. It takes time, willingness and education to change this behavior.

“People choose with their wallet. They choose themselves over being morally right.” - S5

Participants acknowledge that regulations can be of great benefit only if they are in alignment with one’s individual ethics. Law and morality must complement each other.

“It is important that there is alignment between individual’s morals and values and the rules that are created.” - S2

“It has become more and more important to me that a company has values that align with mine.” – S1
5.4 Theme 4: Internal promotion of CSR

All respondents mentioned that CSR is still quite unknown to many people. There are many questions regarding the implementation of CSR strategies as well as how to report about them and how to work together efficiently to reach sustainability goals.

“there is a real need for education regarding different subjects related to sustainability.” – S2

An interesting aspect is that the employees’ knowledge regarding CSR depends on the company type. In small companies CSR activities are hardly implemented and acknowledged while larger companies know about CSR but they face implementation challenges.

“In smaller companies, people don't really know what CSR or sustainability is. You have to inform and educate them about environmental and social aspects.” – S6

There are different ways to enrich the CSR awareness of employees. Companies must invest time in educating people and offer them support to turn the theory into reality. Sustainability is a complex process. Companies can promote CSR through workshops, courses, conferences and by including all employees in these activities and asking for their opinions. Sometimes, employees have valuable ideas that must be listened to and taken into consideration.

“I do many workshops with the managers where they define the sustainability topics they should focus on” – S6

“Yesterday we had a lecture about sustainability for our people and we talked about waste.” – S7

Additionally, the power of example and recognition have a great impact on people and they can trigger their interest in and engagement with CSR. The efforts of the company regarding sustainability should be transparent and visible to everyone.

“We have also received prizes, one is hung up there on the wall. If you read the motivation, it is very pretty.” – S5

“…our cars are electrical. We also use solar panels on this new office building.” – S3

Not only is the sustainability report relevant for stakeholders but also for employees. In order to believe, people need actual facts. Therefore, the reporting data can be seen as a proof. It can be considered a source of truth and inspiration.

“A part of my job is to make the sustainability report. I think that this has an impact on employees. It helps make things more visible for everyone.” – S1

Participants indirectly linked the promotion of CSR with ethical working conditions and equal rights for all employees. Moreover, they brought into the discussion the subject of motivation and pride.

“A lot of people realize that if a company has good CSR practices, it should also handle its employees well.” – S5
“We have a person from Syria here, we have two employees with handicaps. This is also a part of an ethical work environment. I’m sure that, if you ask them, they will feel pride.” – S5

When employees work for the good of society, environment and human rights they have the feeling of fulfillment, satisfaction and pride.

5.5 Theme 5: Inclusion of departments and employees

Another finding is that people like to follow trends. They like to be part of groups and they are afraid of becoming outsiders. This might be seen as another factor that contributed to the CSR boost. Moreover, most of the respondents highlighted the importance of communication and cooperation among departments and people, in order to have a great impact on a larger scale.

“We have different backgrounds but the willingness to do something better.” – S6

People want to feel engaged, they need to have access to information and to feel that they can contribute. People with very different backgrounds are brought together by their eagerness to do good and they are more likely to have a positive influence on today’s world if they share their knowledge and experience.

“When working with sustainability, you have to work with different departments and share experience within the company.” – S6

Communication is very important in this context. One cannot educate people without effective and efficient communication. The upper level management should set a common vision regarding CSR. Then, managers must ensure that this vision is shared by everyone within the company. Employees also look around and compare the actions of their organization with other organization’s activities. Based on this they get inspired and can come up with ideas regarding CSR actions. Therefore, managers should remain open-minded and be prepared to listen and take into consideration employees’ suggestions.

“In some companies, some employees are more interested in CSR than their managers, in other cases it’s the reverse.” – S6

“Managers can easily set the goals but then they have to include the employees and see how they can work together.” – S6

Some of the interviewed persons mentioned directly or indirectly, the importance of inclusion as part of CSR motivators. For example, people feel more powerful and confident when they are part of a group. They feel that group actions are more visible and have a greater impact.

“…as an individual, I am only a tiny piece of the puzzle.” – S1

5.6 Secondary data

The secondary data that will be presented is based on the sustainability reports that were given by the CSR managers. They have been summarized, showing only the key factors, such as: values, goals, and achievements in the respective companies. The value of this data has been its ability to provide a more comprehensive picture of CSR related problems faced by organizations in this area. It has to be made aware that every company presented their report in
different ways, each prioritizing different types of problems, this could therefore be mirrored in the summaries.

5.6.1 Company A – Sustainability report 2017

This company is part of an association governed by the municipality, it also has a number of politicians as board members. They are therefore under influence by the government and urged to contribute to society with their products. In essence, their role as an organization is the provision of energy to every part of the town. They are actively working with improving society’s eco-cycle and resource management by using recycled energy and new innovative technologies.

Jönköping municipality has produced a program for “sustainable development” wherein the national and local environmental goals are laid out. This company participates in many of these goals, including: Minimizing climate change, produce local and recyclable energy, sustainable waste handling, sustainable infrastructure for energy, communication, and charging of electric cars.

The report also outlined the company’s five main interest-groups: the politicians part of their board, Jönköping in general, customers, employees, and suppliers. This company did their own research on what these actors prioritize the most regarding sustainability. The most important factor was: climate-change, followed by: sustainable purchasing, effective energy management, sustainable corporate finance, accessibility, material usage, work environment, as well as the product and services.

Their goals for 2017 were most notably to: decrease the climate footprint by 10%, increase customer satisfaction by 10%, as well as 10% increased profitability. All of these have been reached by the end of the year.

5.6.2 Company C – Real estate company – Sustainability report 2017

This is one of Sweden’s largest real estate companies, owned by what they call their “members” which are presumed to be the habitants of their homes. This company is a federation of 29 independent regional associations. They are situated throughout Sweden. They are responsible for 600,000 members in the country. In 2016, it was decided to implement a unified management system - meaning that - innovative ideas coming from any of these associations will be developed and carried out. This company’s core values are: involvement, security, sustainability, care, and cooperation.

The company follows three internal documents: “Compass – the way to better living”, “code” for management of the association, and its brand guidelines.

From January 1st 2017, all major Swedish enterprises were demanded to report their sustainability practices. Today, the company has highlighted five different goals for the future:

- Environment: Real estate that is built today has to last-and-be-in-use for at least 100 years. Decreased energy-usage and waste are two of the focus areas. They have worked with the implementation of measuring systems in order to assess their own impact. Internally, they use renewable energy and energy efficient cars.
- Employees: Individual development, work environment, leadership, diversity are a couple of examples of what they are/have been working on.
- Social conditions: They have the capabilities to make a noticeable impact recognizing that they can build homes for a large amount of people. The intention is to build good homes for honest prices.
- Human rights: No discrimination, freedom of association, freedom of speech, as well as rights for people with functional disabilities. This subject is relevant for both the internal organization and how it treats its customers.
- Fight against corruption: This industry is exposed to a notable amount of corruption compared to other industries. There are many cases of: bribery, disloyal competition, conflicts of interest, and fraud. The company tries to fight this through education and dialogue with its members, which minimizes misconceptions and the chance that the brand itself gets damaged.

The relevant goals they have reached in ten years so far are:

- Gender diversity: 41% female and 59% male
- -56% lower carbon footprint

5.6.3 Company D – Sustainability report

This company is an outlier in the sense that CSR and sustainability lie at the heart of its business model. Their supply chain consists of carefully-evaluated companies that fulfil environmental and social demands that this organization has set. They have their own code-of-conduct which every supplier must adhere to. They also have regular CSR inspections at every supplier. If the supplier doesn’t fulfil the demands, the contract might be broken, but more commonly, a joint effort is initiated to improve the standards. Their report is divided between two parts: CSR and the environment. The CSR part consists of their company values and an explanation on why CSR is relevant and important. They also demonstrate what the code-of-conduct consists of. In the environment section, they explain how many suppliers have become more interested in using sustainable materials. In their environmental policy, they list factors which they are constantly aiming for, such as: “Continuously measure the environmental impact of their purchases”. Lastly, they briefly talk about what they do internally to minimize waste and consumption. They don’t mention any concrete figures or goals in for example: percentages as many other do. This could be explained by the fact that they are company with CSR as a central value and because they continuously try to find new ways to improve.

5.6.4 Company F – Real estate company – Sustainability report 2017

This organization has released sustainability reports since 2009, before it was mandatory. They have divided their 2017 report between five different categories:

- Social responsibility. One of their main focuses has been on security in and around homes and buildings. They have created joint operations with the police and the emergency service to ensure safety. Additionally, they have been offering sponsorships to organizations, associations, as well as sport clubs. Despite the increased housing prices and maintenance costs, they are continuously putting effort in keeping prices affordable. They also recognize the responsibility of helping members who are struggling to pay for the rent. Thanks to their increased effort in cooperating with the local “rent debt association”, they have seen fewer contract terminations over the last years.
Worth noting is their effort in education so that all values including: integration, social unity, and safe-living permeate through the whole organization. According to them, this would require an increased focus on analyzing the (social) environment compared to before. The employees that are (and have been) interested in sustainability problems have had the possibility to cooperatively develop general sustainability questions.

- Environmental responsibility. One of their main goals is to reduce their energy-consumption by 20% between 2015 and 2023. They are also putting effort in the integration of sustainability aspects in their construction processes. For example: They have started using digital tools to determine material waste at these sites. They have also initiated a project targeting internal routines. The report also highlights the importance of managing food-waste in homes. Effort is put in minimizing carbon emissions by the employees through: giving away free buss cards, electronic bikes, allocating parking-costs to salaries, and more.

Under the previous year, they have spared 3800 tons of carbon dioxide. The food waste accumulated per house-hold provided an amount equaling to 160 km car-travel distance. Lastly, 62% of the total waste has been recycled.

- Economical sustainability. Two of their main focuses regarding economical sustainability are: Longevity and the production of new homes. They are ensuring the maintenance of all buildings for continuous customer satisfaction. They realize today’s presence of enormous demand on homes with 25000 applicants last year. They have therefore been focusing on finding new solutions to build new homes while simultaneously remain economically stable.

- Cooperation with interest-groups. Under 2017 the company has been focusing on identifying and mapping its most important interest-groups as well as explored their demands and effects they have on the organization. In addition, efforts are put in creating and maintaining attractive home districts.

- Work environment. They have a general goal of achieving an employee-satisfaction level of 90%. A large focus seems to be on diversity between genders. They have also put emphasis on education regarding improved work-environment. One example of a recent activity is how every employee had the chance to work in a different department, their reasoning is that it should increase the understanding and appreciation for others in the workplace.
6 Analysis

This chapter aims to connect theoretical concepts with empirical data. This was achieved through the thematic analysis approach. The identified themes were linked and compared with theory.

6.1 Analysis of themes

The thematic analysis process of open coding, identifying themes, defining final themes and reaching to a conclusion consisted of two sequential activities. Firstly, an online Text Analyzer tool (https://www.online-utility.org/text/analyzer.jsp) was used to find the most frequent phrases and the recurrent words among the transcriptions. Secondly, the results provided by Text Analyzer were then put together and analyzed again, in order to eliminate redundant data, synonyms and to start identifying relevant codes which later lead to themes.

The sequential process of arriving at empirical data which was followed and undergone is visualized in Figure 3.

![Figure 3 The Analysis Process](image)

The first step in our analysis of the empirical data was transcribing the interviews and noting down word-by-word what has been said. This step prompted a discussion which contributed to reaching a certain familiarity and agreement on the data. Furthermore, a short description, which could be translated into a code was attributed to all relevant statements. All the resulted codes were put into a list and analyzed again in order to remove and avoid duplications. The determined codes are shown in Figure 4.
The next step was to categorize all the relevant phrases based on similarities among them by using the cut-and-paste option. Each group was associated with a short characterization which later could be linked with the codes identified previously. 117 sentences were identified and categorized. A short description of each group was later translated into themes. Some of the codes are relevant to more than one theme, as they cover small parts of text. For example, education applies to two of the five identified themes.

Initially, seven themes were determined. However, after reviewing them and reflecting on the consistency of the information and data, two themes were merged into one, Age and Exposure to Information, became Age and Nurture and another one was removed as it did not present any uniqueness and the data was already covered by the other themes.

The codes and themes were identified through the inductive approach, which means that they were directly driven from the interview textual data. The benefit of this approach is that themes are robustly connected with the data itself. The determined themes and codes are shown in Figure 4.

The last step in this process is presenting the conclusions. This implies the analysis of themes correlated to the theory which was previously examined. Under this chapter the relationship between themes and theory is further explored.

**Figure 4** Codes-to-themes
6.2 Theme 1: Age and nurture

It is difficult to determine whether it is indeed the age factor that influences individuals’ thoughts around CSR. If age is the only factor, then we have to assume that somehow, people are growing and evolving on a biological level, which in turn could explain the possible advancement of moral maturity. This would be a fantastical assumption, one which goes far beyond this research’s grasp. Therefore, it is more plausible to believe that it depends on the fact that the younger generation is growing up in a different type of environment with different conditions. Does the increase in access to information act as possible mediator between age and CSR awareness?

The claim that the world we live in is vastly different compared to even ten years ago isn’t a bold one. We can also acknowledge that our access and dependence on technologies and infinite sources of information remind us on a daily-basis what decisions we should make either consciously or un-consciously. Realizing that nowadays, people of all ages use internet constantly, they are being told by media sources (in different ways) how they should act as well as what is moral or not. One could argue that the increased interconnectedness on an inter-continental scale has led to greater alignment of moral and ethical values of the western world, giving the mass-public the power to decide for everyone what actions are right or wrong. The arguable danger of this (and the reliance on technology in general) is the possible declined capability of individual judgment, because instead, the media and the masses seem able to decide things for you. The reason why this is especially relevant regarding the youth (and age) is because, arguably, younger people are more susceptible to external influences. This is because of their limited life-experience and the fact that their brains are still under-developed. It also seems to be agreed-upon that a child’s experience in its childhood have major consequences for their development, including their future opinions, values, and therefore: CSR awareness.

Another plausible explanation that younger people show more interest in sustainability questions could be that they (in general) are less pessimistic and more “hopeful” of the world, considering that they are less likely to have been exposed to the “harsh realities” that society can impose. This could explain their possible trust in people and the society as a whole. Some of the interview subjects highlighted the importance of education on the subject of sustainability. One of them explained that it starts with education, and that interest and engagement comes as a result of it. An example was given of one of the interviewee’s children and how they already seem to be aware of for example: the importance of recycling. She showed some of the books and posters that are used in schools nowadays that explain - in a light-hearted manner - the steps you could take in your private life to take reduce waste.

The interview subjects essentially provide three reasons to why people today could be more CSR-aware:

- Increased media attention as well as the ease of access to this information
- Younger people are more enthusiastic because, at a younger age, they are more hopeful of the world
- Sustainability is emphasized and put on higher priority in schools and other educational sources
6.3 Theme 2: Regulations

Regulations were mentioned during all of the interviews. The interviewees explained how governmental enforcement through laws and new regulations forced companies to improve or re-think their sustainability practices. Aguinis et al, who explored the institutional level of analysis mentioned how institutions such as governmental organizations implement new regulations and how these can act as catalysts for companies to start taking sustainability questions into consideration (Aguinis, 2012). Realizing that employees are what constitutes the company, it is assumed that these laws also impact the working conditions, behavior, and perspectives of personnel. It forces all of the employees to prioritize the CSR and sustainability performance of the company and possibly even self-reflect over their own values.

![Figure 5 Regulations: Flow of impact](image)

This model can be regarded as a sub sequential flow of demands which starts at the government and eventually moves to the individual. Governments have the potential but also the responsibility to bring about positive changes in a society. Aguilera et al highlighted that “government actions through promulgating and enforcing laws help to create unique CSR climates that vary across countries” (Aguilera R. V., 2007). Especially in parts of the world such as: Europe, UK, and Canada, governments have been trying their best in pushing CSR efforts. “There is a strong sense of collective responsibility for social conditions” (Aguilera R. V., 2007). Intuitively, it wouldn’t be unreasonable to assume that there is a difference in degree of “obedience to authority” between cultures. This could for example be dependent on: the amount of corruption in a particular country.

From an organizational perspective, a re-occurring phenomenon that seems to appear is that companies regard CSR as a liability. This consequently results into insincere actions without a real attempt to bring about positive change. However, the interviews suggest that management in the studied organizations do take sustainability seriously. The interviewed individuals seemed to leave an impression of sincerity and legitimacy, explaining in relative detail, their personal and organizational progression over time. Moreover, everyone confidently handed out the organizations’ sustainability reports. Many interviewees emphasized the fact that time was needed to adapt to the new governmental implementations.

As mentioned earlier, companies may initially regard sustainability as a liability. All individuals certainly sensed this in the organization, however they mentioned how this feeling faded over time as employees started to recognize the benefits that CSR can bring to both the company
itself and the society. This arguably adds another important factor to the implementation of sustainability: time being needed to transition on both an organizational and individual level, and that – through governmental force – individuals get the chance to uncover the seemingly hidden personal benefits of working with CSR.

The governments involvement and its role as stakeholder in the scope of sustainability and CSR have been mentioned in a number of papers. However, little was stated about the extent it can directly influence every employee in the organization in question. A significant finding was how certain individuals became more interested in sustainability after the organization implemented changes as a result of governmental enforcement.

6.4 Theme 3: Individual ethics and morality

A good deal of research has been conducted on examining why we choose to perform good actions for the sake of other individuals or the society in general, sometimes even at the expense of ourselves or the organization. Researchers appear to have established at least three drivers that induce individuals to engage with these types of actions: Instrumental (self-serving), relational (as a tool to retain relationships), as well as moral drivers (transcending self-interest) (Gond, 2017). The aim has been to find commonalities between people in CSR-related roles in Swedish companies and to find out whether their concerns transcend self-interest. Realizing that Sweden has been on the forefront regarding sustainable practices, curiosity was sparked to investigate whether individuals coming from this culture hold a higher-level of “moral maturity”.

One interview question that was asked to all the interviewees (excluding the two CEOs) was about whether they would rather have a stable job with high(er) salary or work for a company that has CSR as a core-value but lacks the aforementioned benefits. Each interviewee required longer time than usual to answer this. All of them highlighted the importance of stability and that it goes hand in hand with a fair wage. However, they also emphasized that CSR adds “joy” and “meaning”. Glavas and Mirvis both pointed out that money can keep a person at the company physically, but not emotionally. “Employees are more involved, creative, positive and have higher quality cooperation when they work for a socially responsible organization” (Glavas A. &., 2013) (Mirvis, 2012). The answers however, don’t prove that their motives are morality-based, realizing that job-satisfaction is closely linked to the extent a company adopts appropriate internal CSR practices. These organizational practices can be seen as a personal benefit, and therefore self-serving. A handful of interviewees mentioned how it wouldn’t “feel” right if they knew that their company would be responsible for unjust actions. Folger argued that people are able to sense moral “unease” when they see others treated unfairly “which motivates them to act against it” (Folger R., 2001).

The CEO of company S5, an organization with a business model that revolves around CSR and sustainability was asked whether he thinks that his employees have a “higher level of morality” compared to the average person. A convincing “yes” was given but he was unable to explain why. He mentioned however, that this area has a significant religious history and foothold in Sweden. He continued how this shouldn’t matter as he himself isn’t religious and he ended his answer with: “it’s all about morals”.

Discovering whether the interviewees have motivations that transcend self-interest is challenging, realizing that this requires a significant amount of awareness, introspection, and self-knowledge. The “emptiness” of the answers given, suggests people even working - or
having worked in CSR-related position for years are unable to give an elaborate explanation about their interests and values.

6.5 Theme 4: Internal promotion of CSR

As a result of pressure from stakeholders. Organizations and their management become obliged to implement strategical as well as organizational changes with the goal of positive contribution to the society and environment. With organizational transformation, a responsibility lies with managers to find ways to enable their employees to reconsider and change their employees’ practices. As underlined in theme 3, governmental laws can sometimes have direct impact on certain organizational processes and the employees involved, especially if these processes can lead to direct environmental consequences. Employees who work with matters not directly linked to possible severe consequences could perhaps slack behind regarding CSR awareness. Different (somewhat innovative) ways have therefore be identified to inspire employees on the subject of CSR.

A significant percentage of interviewees highlighted the importance of education on CSR and sustainability. There appears to be a lack of understanding of what CSR implies amongst employees in certain departments. The complicated appearance in which CSR and sustainability topics might present themselves undoubtedly makes it harder for individuals to embrace the problem and thus adopt individual responsibilities. Gokin emphasized the importance of “psychological meaningfulness of work” which refers to personal presence, role and performance of employees (Gokin, 2015).

The sustainability report which Swedish companies are now compelled to produce on an annual basis has shown to function as a form of internal promotion. The managers of these companies emphasized that this document is visible to all employees as well as external stakeholders. The documents themselves are aesthetically catchy, almost resembling a typical promotional brochure. Most of the interviewees were directly responsible for the creation of these reports. They mentioned how it has helped develop: a sense of pride, understanding, and even unification amongst the employees.

The CEO leading one of Småland’s most progressive CSR companies - having won a number of sustainability related prizes - mentioned how the act of hanging up of awards has helped create a sense of pride and togetherness within the organization. The company also hired an individual from Syria as well as a functionally impaired person. The act of hiring and striving for diverse personnel can be interpreted in different ways. Rupp highlighted how employees judge how their employer treat others, realizing that there is a possibility that they might get treated in the same manner sooner or later (E. Rupp, 2011). It can however, also be seen as a form of internal promotion through sending a message to the other employees that: “we are doing the right thing and we should be proud of that”.

Referring back to the problem of education and lack of awareness, the sustainability department of one of the companies has attempted to organize internal meetings, workshops, and smaller activities such as: lunches and “Swedish Fika”, with CSR in focus. Moreover, employees are continuously being reminded of sustainable practice via intranet.

Other more innovative ways of internal promotion have been identified. Sweden’s largest real-estate company uses electrically-driven cars. Additionally, it has plans to install solar-panels on its new office. Again, these actions can be interpreted in varying ways however, it undoubtedly sends a message to employees, evoking a sense of pride.
Judging from the studied companies, there appears to be a common desire to find methods to educate, and thereby attract its employees to the subject of CSR and sustainability. Hansen and Slack emphasized the importance of creating an organizational culture and how it plays a significant role in employee engagement and commitment (Hansen, 2011) (Slack, 2015). Organizations are urged to regard sustainable questions with sincerity and find ways to adjust their current strategies to incorporate CSR. An organization with effective sustainable strategies requires its employees to understand what CSR means and which strategical developments are required. With this comes the responsibility to find ways to create a culture of common understanding and interest in sustainable goals. Both Slack and Linnenleucke highlighted that today, CSR must be at the “heart of the organization”. Personal development plans must be implemented so that the individual roles become synergized with the overall CSR strategies of the company (Slack, 2015) (Linnenluecke, 2010).

**Figure 6 Internal promotion of CSR flow**

6.6 **Theme 5: Inclusion of departments and employees**

Previously, it was emphasized how perceiving CSR and sustainability as a liability, as well as not being able to see its possible benefits, holds back a significant portion of the population. One could argue that there exists a certain set of assumptions in the minds of people about CSR - producing fear – and thus repressing individual progress. Fear often tends to be a result of lack of understanding, which (as shown in the previous themes) could possibly be mitigated through organizational educational activities. Another possible explanation could be the lack of being able to feel significant as an individual in a larger context, including the organization and society in general. One of the interview-subjects (who has worked in the field her entire life and currently working as a CSR consultant) stressed the importance of evoking the feeling of belongingness and significance amongst the employees. She explained how workshops or other events, where employees were able to propose their own ideas, stimulated (previously unfound) interest about CSR amongst these individuals. Allowing people to be involved, makes them feel significant and that they are in a situation where they can exercise influence.

Also, worth noting is how essentially every interviewee recognized that employees became “more interested” in CSR over time. Individuals needed *time* to adapt to the integration of sustainable practices in the organization.

The research on social identity theory (STI) has been thoroughly explored by a number of scholars. The theory argues that an individual’s self-image is influenced by their membership in social-groups and organizations. We tend to define ourselves through and within the social context (Turker, 2009) (Brammer S, 2007). Mirvis showed how CSR can trigger a dialogue between the individual and the organization which impacts both the organization’s culture and
the behavior of the employee (Mirvis, 2012). De Roeck argued that individuals tend to want to associate themselves with organizations which are regarded as prestigious, “so that they can perceive themselves in a positive manner and satisfy their need for self-esteem” (De Roeck, 2016). In general, the existing theory points out one important factor: satisfying the employees’ need of feeling significant and valuable enhances their self-esteem, which presumably improves job satisfaction.

Both CSR and STI are both interesting subjects by themselves. It is surprising however, how these two concepts, can act together synergistically and create a continuous benefit for both the employee as well as the organization. CSR practices are supposedly improved through involvement of employees, leading to enhanced individual awareness around the subject. At the same time STI recognizes the need for belongingness in groups. One could therefore argue that CSR causes two benefits: Increased CSR awareness and commitment, as well as enhanced self-worth in the context of the organization and the society in general.

6.7 Conclusions

The aim of this study has been to explore the factors that can influence the individual to decide to work with CSR-related activities. The motives that were identified are widely ranging, in that certain are caused by the organization and government, while others stem from an individual’s personal background. It has therefore to be emphasized that this study has incorporated the institutional, organizational, and individual’s perspective and how these interact to motivate the employee in an organization. The decision to devote your career to the problems of sustainability can be regarded as an emotional one, recognizing that one is dealing with the upholding of social and environmental harmony and the minimization of harm on others. However, not every individual has had the chance to be brought up in an environment granting immediate values and moral-maturity, allowing them to naturally become aware of CSR and sustainability. One could therefore argue that institutions and organizations - responsible for billions of people - have become compelled to raise awareness, with the aim to empower their employees. This awareness (as observed) can be raised in many different and innovative ways. What arguably is even more compelling is how this knowledge surrounding the subject of CSR can lead to an increased sense of personal significance in the world, leading to meaningfulness as well as resulting in enhanced job satisfaction.

![Figure 7 Conceptual framework of underlying mechanisms of CSR](attachment://image.png)
**Research question 1:** What makes individuals become more motivated in engaging with CSR activities in organizations?

The essence of this question is about whether and how an individual, who has previously shown little interest in sustainability problems, can transform or realign himself in order to value this subject more. The reason why this information is valuable lies in the fact that organizations are feeling pressure from different actors to engage with sustainability, requiring all of their employees to employ new and sustainable ways of working. One could argue that, as time goes by and CSR becomes the norm, every individual in the organization will have to carry some sort of responsibility for their actions in the workplace. This puts an accountability on management to ensure the empowerment of their employees regarding sustainability.

This study has managed to identify a couple of factors (directly or indirectly) promoting engagement:

- **Internal promotion of CSR.** The majority of interview subjects had devoted a large part of their professional careers towards sustainability. One of their objectives has been finding ways to spread the awareness throughout the organization. For example, as shown in the analysis the sustainability report functioned as one of the important tools for motivation. This finding demonstrates how results of seemingly burdensome activities such as these, can in fact function as a source of motivation. Most organizations have implemented various other activities such as lunches, presentations, prizes, (sustainable) employee-of-the-month, and games. This shows how companies already seem to realize the importance of educating their employees and that still, most employees lack an understanding of the relevancy of these challenges.

- **Regulations** have shown to function as an influence on the activities in an organization. The new laws have required management to incorporate CSR in their organizational values and find new ways to improve society in their own way. Regulations seem to have a more or less direct impact on employees, depending on the area and department they work in. Employees (and departments) that are less exposed to government demands require organizational incitement. To conclude, regulations function as catalysts for organizations and some of their employees to initiate CSR activities. To target “the rest” of the employees, organizations have to find innovative and interesting ways to raise awareness on CSR.

- **Inclusion of employees** has appeared to be another major influence on organizational CSR performance. Individuals have shown to react well to being included. Having your employees voice their opinions, as well as empowering them to engage in creative activities such as problem solving and coming up with new ideas, gives them a sense of belonging. This further leads to a sense of personal significance and a feeling that they – individually – can make an impact on society.
To conclude, this study has identified three activities that an organization could implement to spread awareness around the subject of CSR and sustainability.

**Research question 2: Why are individuals - who are already active in CSR positions - motivated to engage in these challenges?**

Another objective of this study has been to examine the type of people who are already working with sustainability. The majority of interviewees have professional roles within CSR, either working as a sustainability-manager, a part of a sustainability department, self-employed, or CEO. The intention has been to exact information from these particular individuals on their ideas, mind-set, and working-process within and surrounding CSR. In addition, it was felt that it would be interesting to uncover why they chose to work with CSR in the first place. The interviewees stressed a couple of factors in particular - influencing their career-choices:

- **Age and nurture.** These factors were compiled under the same theme as they were believed to be linked and dependent on each other. Generally, the interviewees believed that their childhood had a decisive impact on their interests and consequently on their career choices. Many of them stressed how their children (or younger people in general) are more aware of the importance of sustainability, which could be explained by the increased access and exposure to information as well as education in school. This demonstrates the importance of upbringing on an individual’s values and his/her involvement in particular subjects. The fact that people are becoming more CSR-aware is promising and gives hope for the future. It is anticipated that – as individuals become more educated – they will take this with them to their workplaces, which will enhance the overall performance of organizations, recognizing that CSR practices are capable of generating win-win situations for companies and for society as a whole.

- **Individual ethics and morality.** Gond laid out three drivers that motivate individuals to do acts of “good”: instrumental, relational, and moral drivers. Folger further explained how these moral drivers function and that individuals might have deeply-rooted motivations that transcend self-interest. This inspired the research process and brought about the decision to find out which of the types of motives individuals – already in CSR related positions – might have. All of the interview subjects showed some form of concern of the world and explained how it wouldn’t “feel” right to work for an unjust company. One could argue that this theme also connects with the previous one, as a person’s morals and values depend on upbringing and nurture. It has been challenging to ascertain which of the drivers act as the “strongest force” for these individuals. However, it is believed that moral drivers do exist and might play an important role in an individual’s career paths and role-related actions.

A number of factors – spread over two themes – were identified that impact an individual’s stance towards CSR and ethical problems in general. These factors influence the person’s career choice as well as the baseline knowledge level on the subject that they might have. Figure 7 further demonstrates how company involvement (divided in three types of actions) can have positive influence on the individual’s CSR awareness.
7 Discussion

This chapter considers the applicability of this study, and aims to clarify the contribution to the study of CSR practices and engagement. A discussion regarding the limitations of the study and suggestions for future research are also included.

7.1 The importance of the study

The aim of this study has been to ascertain what companies can do to raise the importance of CSR-and sustainability-related questions with the goal of increasing awareness amongst their employees. The primary reason why we see it as important is because CSR is still a novel and undiscovered subject for many companies and the majority of people.

The secondary aim has been to see how individuals – already active with CSR – regard these problems and why they chose to work within the field. Important information could be extracted from these individuals – in the form of individual motivations, perceptions and life-philosophies – and how these could be applied to the rest of the population.

The research about the connection between CSR and employees is quite vast. However, most (if not all) research has focused on how an organization’s internal CSR practices impact the well-being, satisfaction, and commitment of employees. Internal CSR is concerned with how the organization treats employees directly, touching on factors such as social justice, social identity theory, diversity, and equal treatment. Our study is novel in the sense that it looks at an organization’s external CSR practices and how these could be marketed in-ward to enhance the aforementioned factors: well-being, satisfaction, and commitment.

This study also sets itself apart due to the fact the vast majority of interviewed individuals (through a narrative method) were already active in the field for a longer period of time (approximately: 5-15 years). This allowed for the possibility to extract information on the overall progression and practices within CSR and what changes and activities had been implemented to unify the members concerning values and goals.

This study has examined a relatively wide range of different companies, allowing a clearer and more reliable picture of operations, cultures, and most importantly the challenges faced within CSR and how they are tackled in Sweden.

It has also to be realized that the subject of CSR and sustainability is still unexplored territory for the average person, including many employees active in companies who already might have CSR on their agendas. With this study, we aimed to unravel what companies can do to highlight the importance of these challenges and educate its members. It has been shown that – today – this is done in different ways, with certain organizations relying on educational activities, workshops, presentations, and other more innovative activities.
7.2 Limitations

The progress of the study and the study itself have encountered a couple of limitations. Our primary restriction has been time-limitation, which was intensified by the challenging and time-consuming project of finding interview-subjects (related to CSR) in the first place. Because of this, all of the interviews were conducted in the later part of the agenda, approximately one month before the deadline. This led to time-pressures which arguably might have impacted the quality of our results. The fact that the vast majority of interviewees were close to CSR and sustainability, could be regarded as both a benefit and a short-coming. We acknowledge that it would have been interesting to interview more individuals not-currently-functioning within CSR. It would have given us the ability to illustrate a contrast between these two sets of people regarding their mind-set, beliefs, and ways of working.

This study has also been affected by the limited English proficiency amongst some of the interview-subjects. It has also to be realized that neither of us are natural Swedish speakers, while one does not speak the language at all. A good portion of interviewees were either hesitant to speak English, or had to use a mixture of both English and Swedish to formulate their answers. This went at the expense of the quality of the interviews, since a number of them were struggling to provide in-depth answers.

Lastly, we acknowledge that being constrained to the area of Jönköping and the country of Sweden could be regarded as a limitation. One has to realize that Sweden is and has been one of the more progressive countries in the world, putting high value social harmony and care of others. One could therefore make the case that this mentality is also prevalent in companies and its employees based in Sweden. The results could therefore provide a skewed image of reality, which may only be relevant for Nordic and western-European countries. Our provided conclusions may not be applicable to companies and individuals located in other parts of the world.

7.3 Future research

While conducting this study, some interesting areas for future research became apparent. In this study, we examined people’s attitudes towards CSR regardless of their position within the organization. A valuable extension of this study would be a comparison between employees’ and managers’ perceptions of CSR within the same company. This type of research might reveal information that would give more insights into organizational and individual engagement with CSR.

Many researchers such as (Slack, 2015) and (Mirvis, 2012) have explored the employee job satisfaction in relation to CSR, while this study was more focused on how external CSR activities impact the psychological and individual factors.

Considering the fact that this study was conducted in one region only, Jönköping Sweden, another suggestion of future research would be to delve into organizational CSR engagement across different countries. A relationship between cultural context, individual drivers and CSR involvement could be identified and analyzed. In order to understand people motives, one has to also pay attention to the social and cultural background.
8 References


Appendix A – Topic Guide

Master-thesis CSR and Sustainability

Authors:  Eliza-Gabriela Mihai
          Jean-Paul Bakkenist

Date:    April 3rd, 2018

Jönköping International Business School
Master Thesis in General Management
Purpose
The purpose of this study is to find the various reasons to why CSR can lead to job commitment. We would like to identify factors that motivate employees to engage in organizational CSR activities.

Consent
This interview will be used as empirical data for our thesis. The data of this interview will remain confidential and we will ensure the respectful treatment of participants. Our thesis will require information regarding the participant's age, gender, background, moral values and preferences, other CSR involvements (besides work). The interviews will be conducted for the purpose of this thesis only. The information obtained from this interview will be saved, analysed, and coded intending to accomplish the providing of evidence on the subject of CSR. We might need to use direct quotes; however, the participant will remain anonymous. We will use an audio recording device as a tool to save the information in order to analyse it later. These audio files will remain saved on a private hard-drive, they will not be accessible to any outside individual or entity.

This thesis will be discussed with our seminar groups and supervisor (Tommaso Minola). When the thesis is finished, it will be available on an academic database which is open to scholarly communities.

If desired, a copy of the final version of this thesis can be provided.

If there are any ethical, privacy, or other related concerns, feel free to raise them before, during, or after the interview.

Our interview will be divided between different types of questions starting with: your background information, then personal moral beliefs, and lastly organizational.

Interview questions

Basic information
1. What is your role in the company?
2. For how long have you been working for this company?
3. What aspects of this company attracted you?
4. (Was CSR one of the main drivers?)
5. To what extent were you involved with CSR or similar endeavours before working for this company?

Moral questions
6. What are your main concerns regarding the world that we live in?
7. What is more important to you to have a secure/safe job or to have a meaningful existence?
8. How would you proceed in case that you find out about a situation which is morally incorrect?
9. How devoted are you to CSR and sustainability related problems in general, is it something on your mind continuously throughout the day?
10. Do you consider yourself more aware and active in CSR than the average person?
11. What do you do on a daily basis to further develop CSR?

Organizational
12. How exposed are you to the organization's CSR activities?
13. What are the tools to communicate about CSR activities?
14. To what extent are the organization's CSR activities visible to you?
15. How this align with your personal preoccupations and beliefs?
16. Do you think that your organization can be even more involved with CSR?
17. Does the organization promote and stimulate an interest in CSR, specifically people who initially might have had little interest in these problems?

A brief note about ourselves

My name is Jean-Paul, I am 24 years old and I am originally from the Netherlands. I moved to Sweden 12 years ago and I live in Jönköping now. I have a bachelor’s degree from Jönköping School of Engineering in “Industrial Organization”. At this moment, I am pursuing a master’s degree in “Engineering Management”. My main interests lie in industrial marketing and sustainability.

E-mail: bapa1314@student.ju.se or paulbakkenist@gmail.com
Phone: +46723072352

My name is Eliza Mihai, I am 25 years old and I am from Romania (Bucharest). I have a Bachelor’s degree in the domain of studies Electronics and Telecommunications Engineering. I have been working in IT for almost 4 years as a Quality Assurance Engineer and now I am making the transition to Project Management. Currently, I am pursuing my Master’s degree in General Management at Jönköping International Business School.

I am interested in management, leadership and societal issues. On an individual level, I describe myself as a self-driven, responsible and proactive person.

E-mail: miel1705@student.ju.se or mihaieliza@gmail.com
Phone: +40730872567
## Appendix B – Results: Final Analysis

<table>
<thead>
<tr>
<th>Categories</th>
<th>Theme</th>
<th>Similarities</th>
<th>Differences</th>
<th>CSR as core value relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude to CSR</td>
<td>Age and Nurture</td>
<td>Seven cases recognized that the exposure to social media and information lead to an increased level of CSR involvement and awareness.</td>
<td>Two cases mentioned the parents play a fundamental role in forming their children perspectives over sustainability and a responsible behavior.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Individual Ethics and Morality</td>
<td></td>
<td>All cases agreed that moral values are the driving force behind CSR involvement.</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>CSR culture</td>
<td>Internal Promotion of CSR</td>
<td>All cases mentioned that a lot of effort is put into educating and determining people to become more engaged with CSR activities. Some examples of activities used to build a CSR culture within the organization were: workshops, sustainability reports, games and courses/presentations.</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td><strong>Inclusion of Departments and Employees</strong></td>
<td>Six cases agreed that communication, working with different departments and sharing experience within the company lead to a better understanding of CSR benefits.</td>
<td>The rest of the cases mentioned indirectly some aspects about departments inclusion, however, their opinion regarding this topic was vague.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>External Enforcement</strong></td>
<td>Regulations</td>
<td>Some cases agreed that rules are good as they help companies to prioritize CSR activities and to become more aware of its importance.</td>
<td>Some cases mentioned that rules can lead to the greenwashing concept. And also, that at the beginning, companies might see CSR regulations as a liability. One case did not mention anything about law at all.</td>
<td>No</td>
</tr>
</tbody>
</table>
Appendix C – Codes and Themes

Green statements are collected data from people working for an organization which has CSR as a core value. Blue statements are collected data from people working for a regular organization.

Age and Nurture

My kids are 7 and 9 years old and they are already talking about food waste and recycling. Older people are interested only if they have kids. It comes from my parents.

Now at universities, there are several courses, so people are into sustainability aspects earlier.

More information is a reason and also the fact that more people are talking about it (increased CSR awareness).

CSR has always been important, but maybe not as defined and focused.

Because I’m an environmental engineer, it has always been a part of my job. The last couple of years, I’ve also become more exposed to social questions.

At the beginning, I heard and worked with the questions of sustainability, but it was just not called in this way.

I took a course about sustainability.

I think that parents and upbringing are very important. For example, when you see your parents throwing cigarettes on the ground as a child, this becomes a normal thing for you.

Today even at child-daycare, kids get educated on environment.

Component codes: parents, education, upbringing, social media.

Morals and Ethics

Become more and more important. It would be very hard for me to work somewhere where they don’t care.

When you buy cheap products, there is always someone who pays for it.

I could live in a smaller house.

I am only a tiny piece of the puzzle.

A big whale died because of plastic.

CSR adds meaning to my job.

I have always been interested in sustainability issues.
Meaning in my job is important, it adds passion to my everyday work, it gives me a reason to do what I do
Passion can be a stronger force than rules and laws

It’s nice to have a job with meaning
It makes it less boring
I wouldn’t like it if my company would be responsible for unethical actions
I get to be in circumstances with positive vibes and which give hope for the future

I’m not fixated on money
I need to feel that I’m doing something good
It wouldn’t feel good to work for a company that pollutes

People choose themselves over being morally right
They say that they are going to help poor kids, but in reality, they don’t
Most people buy a lot of cheap shit
It’s all about ethics and morals

The sustainability part of this job attracted me
I get the chance to work for the good of the society
People have become interested in CSR not only because of law

My mother is into CSR, taking care of poor people and immigrants. I was brought up with this perspective

Here, we are helping other companies, by doing this we contribute to the whole society

I live by my morals and values, I want to learn from mistakes and implement changes
There is a connection between my actions and consequences regarding other people

Component codes: self-consciousness, empathy, religion, passion, pride, feelings

Regulations

I think it’s good to have rules and regulations, they help companies knowing what the right way to go is
Having these rules forced on us is certainly a good thing
It gives a road to follow

Since last year it has become mandatory to provide CSR reports
The law says now that you have to report within environmental, human resources, human rights, and corruption
These problems are now part of the organization
They are not always paid attention to, but the new laws do push us

The governments are doing their best now to push new rules on municipalities and companies
It could be a motivator, even though it is by force

The demands from governmental actors have become stricter and more apparent
We have been working on the sustainability report and GRI standards together. It’s a learning experience. I think regulations help companies to force them to work with these questions. Regulations can motivate employees, especially those that work directly with energy for example. I think it’s good that there are laws now that force companies. The new law on reporting has helped us with seeing the entirety of the problem and helped us getting started. At first, regulations were seen as a liability, until we started to actually work with it.

A lot of companies in Sweden are forced by law now, to report on sustainability matters. At the beginning, it is seen as a “must” and some companies don’t have CSR strategies. After a time, they are able to see the benefits, the law helps them to put sustainability higher on the agenda.

The interest in CSR is enormous. This has to do with regulations and the new law demanding companies to report. Sometimes it is just greenwashing as there is no actual actions behind reporting data.

Regulations affect how companies work with CSR. It helps people become more aware. Ethical policies have become more valuable. However, it is always a question of greenwashing and whether is it a real drive force or not.

At the beginning, it is a liability. After actions are taken, people become more aware and acknowledge the benefits.

Component codes: law, government, municipality, enforcement, audit checks, sustainability report

**Internal Promotion of CSR**

The sustainability report highlights the things we have done and are doing. It provides a good description of where we are now, it helps make things more visible for everyone. The report is a communication device and tells others how it is to work here, it motivates employees to want to stay.

They see that our cars are electrical. We use solar panels. We talk a fair amount about environmental and energy questions. We have to educate the employees. We have to make these questions visible to everyone. I try to communicate with employees regularly about these problems, especially those problems that are new to them.

These questions (CSR) are inspiring for the employees.

We have a lot of internal educational programs.
We invite entrepreneurs (for inspiration)
We organize free-to-join lunches
We share messages through intranet
Fair-trade fika in the lunchroom

There is already a certain pride amongst employees because we are the forefront regarding CSR
The fact that we work so closely with CSR, interests people
We have a guy from Syria here, as well as a handicapped person, this inspires people
We also hang up our prized we have won, they are very pretty and prestigious

We try to create a larger image of CSR
Yesterday, we had a lecture for our employees where we talked about waste
We try to educate people
We discuss issues

In small companies, people don’t really know what CSR or sustainability is, you have to educate them about environmental and social problems
Managers can easily set coals but they have to include employees and see how they can work together
Managers should listen to the ideas of their employees. Many companies have sustainability workshops, which is a way of including employees
I know one company that organizes “CSR day” for all employees, they got the chance to share ideas
Other companies have “employee of the month”

We have had a presentation and workshops for all employees
We played a game for 2 weeks, cars weren’t allowed, and we had to avoid meat
We have these activities regularly

We have a guide-book that everyone can read

Component codes: workshops, presentations, awards, communication, education/courses, games, transparency

**Inclusion of Departments and Employees**

You have to report within environmental, human resources, social, and corruption
The board members can become inspired and motivated

Even our cleaners are aware of which chemicals should be used
Most of us are aware of work-environmental questions

We have been working with CSR for 80 years, so it is ingrained in every department
We are following an agenda

You have to work with different departments and share experiences with the company
They have to work together
People have the potential to come up with good ideas, it allows involvement

We think about the company’s impact regarding: economy, environment, and society
We are divided in 4 parts in this city, each area has an environmental group

We are trying to make the whole organization think about sustainability
We have environmental groups working with green questions
Fair-trade fika in the lunchroom

Component codes: informal interactions- lunches/fika, common vision, in-group, surveys, involvement, communication, games/education