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How committed am I?

An investigation on employee commitment toward CSEV in the
Rabobank

Author: Mandy B. Maes
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Master Communication studies,
University of Twente, Enschede

Supervisors: Dr. H.H. van Vuuren

Communication Studies,
Faculty of Behavioral Sciences,
University of Twente,
Enschede.

J.F.M. Timmer MSc

Communication Studies,
Faculty of Behavioral Sciences,
University of Twente,
Enschede

Samenvatting

Maatschappelijke betrokkenheid en verantwoordelijkheid (CSR: Corporate Social Responsibility) is in de laatste jaren gaan behoren tot de strategische speerpunten van veel organisaties. Het stimuleren van maatschappelijk georiënteerd vrijwilligerswerk (CSEV: company supported employee volunteerism) geeft organisaties een kans om werknemers op alle niveaus te betrekken bij het actief inhoud geven aan betrokkenheid met de directe omgeving. Door CSEV wordt ook de band van werknemers met hun organisatie versterkt. In dit onderzoek is er onderzocht hoe en in hoeverre Rabobank medewerkers betrokken zijn bij hun organisatie en bij CSEV en CSR.

De conclusie luidt dat Rabobank medewerkers sterk betrokken zijn bij de maatschappelijke betrokkenheid van hun organisatie. Voor nadere duiding hiervan is gebruik gemaakt van een onderscheid in betrokkenheid in drie vormen: affectieve, normatieve en continuatieve betrokkenheid.

Abstract

In the last decade organizations are increasingly involved in CSR activities whereby they need their employees as volunteers. Through *company supported employee volunteerism* (CSEV) organizations are able to have significant impact on their surrounding environment and form a bond of commitment between the employee and the organization. Three forms of commitment; affective, normative and continuance commitment, are investigated in this research to establish how committed Rabobank employees are towards the organization, CSR and CSEV. Results demonstrate that Rabobank employees are committed to their organization, CSEV and CSR, because they see it as an obligation to pursue continuation of their employment. In addition, they feel a strong emotional relationship which translates into a family-feel of belonging.

Keywords: Employee commitment, Affective commitment, Normative commitment, Continuance commitment, CSR and CSEV

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1. Introduction

Organizations are gradually being held responsible for their social impact and ‘Corporate Social Responsibility’ (CSR) has emerged as an inescapable priority for business leaders in every country’ (Porter and Kramer, 2006; p. 78).

Berle and Dodd (in Cochran, 2007) were amongst the first academics to debate the topic of CSR in the core business strategy of organizations. Dodd argued that *in addition to the economic responsibilities, (...) managers had social responsibility to society because the modern large firm is permitted and encouraged by the law primarily because it is of service to the community rather than because it is a source of profit to its owners* (Berle and Dodd (1934) in Cochran, 2007, p.449). According to Panayiotou, Aravossis and Moschou (2009), CSR performance is only meaningful when an organization considers it as a competitive advantage tool, whereby CSR becomes part of the organization’s core business and is effective on its strategy. Organizations need to be committed to fulfill the expectations from the various stakeholders; employees being the most important; as their own moral obligations to the society (Panayiotou, et al., 2009).

Organizations are challenged to apply *its considerable resources, expertise, and insights to activities that benefit society* (Porter; et al., 2006, p. 80) and this also aids getting closer to the wider society (Williams, 2006; Morsing, 2006; Gray and Balmer, 1998). CSR initiatives are frequently realized through involvement with nonprofit organizations (Basil, Runte, Easwaramoorthy and Barr, 2009). Organizations that are participating in CSR activities may involve their employees as volunteers through *company supported employee volunteerism* (CSEV). CSEV has a tremendous influence on an organization’s CSR activities, but the employees need to be committed to the organization first, in order for employees to be fully supportive of its goals and values. CSEV does not only satisfy the organizational CSR policies, but also provides non-profit organizations a chance to pursue their personal mission (Basil et al.; 2009). CSEV enhances both the organization’s public image and the expectations of its employees (Basil et al.; 2009). CSEV can be an element of the CSR profile of an organization, while also providing the employees of the organization with important skills and enrichment of their professional lives (Basil et al., 2009). The surrounding environment also benefits from the additional help it receives from these volunteers.

Additionally, CSEV can give the employee an affective, normative and continuity commitment with the organization (Legge, 2005; Meyer, and Herscovitch, 2001). Employees

who support CSR activities might feel and show increasing commitment towards the organization (Turker, 2009). Commitment reflects on the employee's relationship with an organization and has implications on the decisions that have to be made in order to keep employees motivated to stay with the organization and for them to maintain their involvement with it (Turker, 2009). The employees' commitment and motivation is influenced by their overall perception or attitude towards the organization, thus a positive corporate image and reputation help to create trust and loyalty from the various stakeholders (Gray et al., 1998, Morsing, 2006). This in turn sets a positive image and a well-formed reputation (Morsing, 2006) and stimulates work commitment, since the employees are able to identify themselves with this perceived social reputation (Walsh and Beatty, 2007; Gray et al., 1998; Berens, Van Riel and Van Bruggen; 2002).

In this research the influence of CSR on the commitment of the employees with their employer (measured through their willingness to be involved in CSEV) is investigated by focusing on the Rabobank. The Rabobank was chosen because banks in the Western World are under severe social scrutiny since the so called *credit crunch crisis* started in 2009. The Rabobank is considered one of the strongest banks worldwide (the only non-government-owned bank that is rated AAA) and managed to survive the crisis without government support. It is different from most other banks because it is a cooperative bank without shareholders. Profit is kept in the organization to reinforce capital whilst a part is given back to the local society.

The Rabobank sees itself as being a socially responsible organization, through maintaining close relationships with the local environment by investing significant financial support and by involving other means such as people, networking, knowledge and facilities. The bank's approach is acting socially and open minded to others (Rabobank, 2010). The bank involves internal as well as external stakeholders in the process of setting CSR targets and selecting suitable projects (Morsing, 2006).

The Rabobank has the ambition of being a leader in the way it promotes and engages employees in CSR activities. It wants to be the benchmark in CSR for major domestic and international banks. Each individual Rabobank has been involved in local CSR projects since its foundation and is committed to support a certain amount of CSR projects every year as part of their business strategy.

Whilst an organizations' CSR strategy impacts many internal and external stakeholders, this study focuses on one very important stakeholder group of Rabobank: its employees. Employee participation in CSR activities is regarded a valuable asset of this Dutch bank. It is assumed that it enhances the bank's identity.

The Rabobank defines employee volunteerism as: *Using employee involvement in projects that improve and support the nearby society and the environment.* The following question is examined:

What is the relationship between Rabobank employee commitment to the organization and attitude to CSR and CSEV?

2. Theoretical framework

Why are organizations increasingly more concerned with their social responsibility? Scholars who have investigated this question came up with a wide array of reasons. Besides genuine ideological and ethical motives, the social environment itself also exercises more and more pressure on organizations to take the social consequences of their dealings into consideration.

The growing awareness of the economic advantages of being social for businesses (Porter and Kramer; 2002), demand for social responsibility (Turker; 2009), and the organization's pressure from the political and legislative environment (Marin and Ruiz, 2007; 2009), are three of the many reasons why organizations, primarily in western European countries and North America, are expanding their social responsibility activities. Corporate social responsibility (CSR) has in the last decade evolved to be a concept within many organization's core business operations; organizations pursue and engage in social and environmental values ensuring they are business priorities and have defined social goals. However, Porter et al., (2006) argued that organizations should use their basic fundamentals of corporate strategy to find philanthropic areas that not only benefit society, but also benefit the firm. Organizations should therefore align with particular expertise to get to their social needs (Porter et al., 2006; Cochran, 2007).

Hereafter, we zoom in on the role of the employees in CSR. *Organizations know that employees are key to long-term sustainable operations, as they are a primary stakeholder and vital contributor to profits* (Young and Thyil, 2009 p. 182). Organizations that have good employee relations are likely to have significantly lower turnover rates and a substantially more enthusiastic workforce (Cochran, 2007).

In chapter 2.2 we will be using the theoretical concept of CSEV for this purpose. CSR creates respect, acceptance and commitment from the employee towards the organization (Meyer et al. 2001).

An employee needs to feel a sense of pride and get a feeling of commitment to be member of an organization (Turker, 2009). Furthermore, socially responsible employees are vitally important for a successful implementation of a company's CSR strategy. It is therefore important that the employees are engaged with the developments of the organization's CSR

activities, in order to aid the improvement of their well-being and the interaction with the society (O’Riordan and Fairbrass; 2008; Williams, 2006; Morsing, 2006; Gray et al., 1998).

Recently, organizations have begun to encourage their employees to volunteer in CSR activities, this is also known as *company support for employee voluntarism* (CSEV). By promoting the voluntary activities to their employees gives organizations the chance to meet their own CSR goals (MacPhail and Bowles, 2009). CSEV encourages the employee to be committed to the organization and to fully support the organization’s goals and values (Basil et al., 2009). It is also positive for the reputation of the organization (Gilder, Schuyt and Breedijk, 2005). The integration of CSEV into organizations’ CSR programs is still in a stage of emergence. Organizations passively support employee volunteerism, even though these responsive CSR efforts contribute to the organization’s value chain as they enhance employee morale (Basil et al., 2009). Other active forms of support are less common as this requires the organization to spend more time and money (Basil et al., 2009).

Commitment can take different forms and be interpreted in various forms and definitions, and be directed towards various targets or foci. Employee commitment and attractiveness towards the organization can be influenced by their overall perception or attitude towards the organization. This creates a positive corporate image and a positive reputation which helps create trust and loyalty from various stakeholders (Gray et al., 1998, Morsing, 2006). This in turn sets a positive image, a well-formed reputation (Morsing, 2006) and stimulates the work commitment of the employee since they are able to identify themselves with the organization’s perceived social reputation (Walsh et al., 2007; Gray et al., 1998; Berens et al., 2002). Moral obligations, good working conditions, a positive working environment and career opportunities are some conditions that allow employees as individuals to identify themselves with an organization. These allow the organization to get closer to the employee and his/her social environment, but also form a sense of commitment towards the organization for employees, as (Turker, 2009), *the degree to which a member defines himself, is by the same attributes that he believes defines the organization* (Dutton et al., 1994 in Marin et al., 2007, p.247).

Meyer and Allen (1991) argue that commitment binds an individual to an organization and thereby reduces the likelihood of employee turnover. Differences in the mindsets were

presumed to characterize differences in commitment; the mindset is referred to through the *Three-component model*. Employees with a strong emotional involvement, also known as *affective, continuance and normative* commitment. Affective commitment, stay longer with an organization because they *want* to. Employees with a strong continuity involvement stay with an organization because they *have* to and employees that are strongly normative involved stay with an organization because they *feel a sense of belonging* (Legge, 2005; Meyer et al., 2001; Meyer, Stanley, Herscovitch, Topolnytsky, 2002; Meyer, Becker and Vandenberghe, 2004; Rodrigo and Arenas, 2008).

The different aspects of commitment have different character traits and are influenced by different kinds of people as described in their definitions.

Affective commitment reflects on a feeling of emotional attachment to the organization (Meyer et al., 2001) meaning that the employees can identify themselves with the core beliefs, values, norms and goals of the organization (Meyer et al., 2002). These employees are accounted on their personal characteristics whereby they are very concerned about social welfare, social justice and are enthusiastic with the organization's CSR practices (Rodrigo et al., 2008). This does not only increase their job performance, but it also allows them to identify themselves with the organization. It is characterized by *the degree to which an individual is psychologically attached to an employing organization through feelings such as loyalty, affection, warmth, belongingness, fondness, pleasure and so on* (Jaros et al., 1993 in Meyer et al. 2001 p. 304). Morrison (1994 in Meyer et al., 2001) have shown in their article that affectively committed employees viewed their jobs as encompassing a wider range of behaviors compared to employees who were not affectively committed. Employees with higher levels of affective commitment were more likely to feel a sense of commitment to the organization and attachment than those with weaker commitment (Meyer et al., 2001).

Continuance commitment is based on the decision that the employee needs to make about staying or leaving the organization (Meyer et al., 2001). This depends on the economical loss that the employee creates once leaving the organization. The positive aspects such as training, status and others are carefully considered. The employee's perception is associated with *the desire to remain a member of the organization* (Mayer and Schoorman (1992) in Meyer et al., 2001 p. 304) whereby they have 'an awareness of the costs associated with leaving the organization' (Meyer and Allen (1991) in Meyer et al., 2001 p. 304). The employee's work is

not oriented towards social concerns, but rather to the development of his/her own career. They share the concepts of social justice and the new social role of the organization, but simply see it as a new organizational model which they have to try to work with, without ever contemplating if they are for or against it. *Organizational attachment which results when an employee no longer perceives that there are rewards commensurate with investments; yet he or she remains due to environmental pressures* (Penley and Gould (1988) in Meyer et al., 2001).

Rather than identifying with the organization, they identify with the task in which they are engaged (Rodrigo et al., 2008). The CSR practices do not influence their commitment to the organization, as they are focused around wanting to be seen as a good employee (Rodrigo et al., 2008).

Normative commitment is characterized as an obligation to pursue a course of action of relevance to a target; *a feeling of obligation to continue employment* (Meyer and Allen (1991), in: Meyer et al., 2001 p. 304). It is believed that this is developed when an individual has internalized a set of norms concerning appropriate conduct and/or is the recipient of benefits and experiences with a need to reciprocate. This in turn might also reflect on the employee's recognition of his/her obligation within *psychological contact*, perceived to be in effect with the organization (Meyer et al., 2001).

Meyer et al. (2002) divided the antecedent variables into four groups: *demographic variables* (including age, gender, education, organization tenure, position tenure and marital status), *individual differences* (including locus of control and self efficacy), *work experiences* (including organizational support, transformation leadership, role ambiguity, role conflict, interactional justice, distributive justice and procedural justice) and *alternatives or investments* (including alternatives, investments, transferability of education and transferability of skills). The demographic variables were generally low and not significant enough to be explained. In the individual difference group, only affective commitment correlated with the items. Correlations involving the work experience were stronger with affective commitment. In all cases the correlation involving continuance commitment was opposite to that for affective and normative commitment (Meyer et al., 2002). The last group, alternatives/investments, showed that the variables correlated strongly with continuance commitment and not with affective or normative commitment.

The prediction is that Rabobank employees are able to identify themselves with the core business values and beliefs, the identity traits and feel an obligation and a need to fulfill the needs of the Rabobank's identity by their commitment and involvement in CSR activities. As a strong commitment gives employees a sense of purpose for their work and acts as a resource that buffers against the harmful effects of stressors (Meyer and Maltin, 2010).

2.1. Company supported employee volunteerism

CSEV (Company supported employee volunteerism) has three important benefits for companies: to enhance a company's public image, in relation to consumers and with the surrounding community (Basil et al., 2009; Basil, Runte, Basil and Usher, 2011). It also helps realize a company's success with return on assets and investment positively correlated with the organizations' involvement (Basil et al., 2009, 2011). Finally CSEV can have a positive impact on the employee's morale, productivity, skills, retention and recruitment (Basil et al., 2009). The latter benefit takes shape in the form of developing better skills and valuable contacts for employees and ensuring a higher morale and feeling of loyalty. CSEV can also be 'passive', whereby it, for example, provides information or offers more flexible working hours to employees and allows them to engage in volunteer work. CSEV can also be 'active', whereby encouragement is an important resource, for example by providing time or money to employees.

There are a few different CSEV strategies that include direct support for employee volunteerism through paid work time for volunteer endeavors; other CSEV programs provide leadership through company initiated volunteer projects. Many organizations provide a variety of both forms of indirect support of employee volunteerism and allow employees to use company resources such as photocopiers to support their volunteer endeavors, or by rescheduling work shifts to accommodate a volunteer schedule (Basil et al., 2008, 2009). Other programs exist which differ in the degree of support received from the employer, levels of the involvement of employees, and in the industry in which the program is found (Geroy et al., 2000). Some organizations act as a clearinghouse, whereby the opportunities for the employees as volunteers are identified (Finney, 1997). Others volunteer opportunities are arranged to be during the weekend or after working hours.

Basil and Runte (2008) demonstrated in their study what the employee's perspective is on whether work-time volunteering is viewed as work, volunteering or perhaps a combination of the two. Their conclusions of a national Canadian survey was that volunteering that take place during working hours was seen as less of a volunteering activity but rather more of a work activity, when compared to volunteering completed after working hours. They also found that volunteering organized by the employer was seen as less of a volunteer activity than volunteering organized by the employees themselves. An employee with a higher level of

involvement and motivation will be encouraged to try and combine volunteerism, work and personal time. Employees with a higher level of involvement indicate a significant tendency to increase personal-time volunteering when work-time volunteering was allowed. Employees with low levels of involvement did not show changes in personal time volunteering due to the work-time volunteering opportunities. And those who use a separate mental account for work-time volunteering indicated a significant tendency to reduce personal-time volunteering as a result of work-time volunteering, meaning that individuals who are more involved with the cause tend to use a combined approach to mentally account for volunteering.

Houghton, Gabel and Williams (2009) found that employees who volunteer infrequently, historically and currently are less likely to report uncompromised compliance intentions (Houghton et al., 2009). They also found that when volunteering is expected by the organization, employees reported the most hours of volunteering.

Other studies have shown that a high level of corporate involvement in CSR activities and employee involvement in the community leads to more positive evaluations of the organization compared to organizations that were not involved in CSR activities (Brown and Dacin, 1997). CSEV schemes are also strongly associated with a positive organizational identity but organizational identity is not associated with the significant compliance vignette (Houghton et al.; 2009). CSEV appears to kindle or strengthen a participating employee's positive impression of the firm, manifested by increasing employee loyalty, pride, and organizational attachment (Houghton et al., 2009). The enjoyment in volunteering and the employee's belief that volunteering activity has a positive impact on the community; was demonstrated by Houghton et al., (2009) in his research. This means that the external CSR face of the CSEV is strongly associated with positive organizational identity (Houghton et al., 2009).

CSEV also present some risks as it may also act as barriers to the support of corporate volunteerism within the organization (Basil et al., 2011). Loss of employee time and administration cost are of great concern for the organization. Alienating customers, donors, and/or employees might also be harmful for the organization. This happens once organizations choose to support a particular cause, whereby they risk alienating those who may not view the selected cause to be part of the organization's brand. Thus creating an

alliance to affect both partnering companies and may negatively affect non-profit organizations (Basil et al., 2011). To avoid negative spill effects, some volunteerism programs require projects approval, and screen the causes (Basil et al., 2011).

CSEV is a relatively new concept for Dutch organizations and promoting commitment of employee volunteerism is quite scarce. In Canada, several studies have shown how organizations commit their employees to volunteerism research (Basil et al., 2009). CSR activities are having a desirable effect in the form of CSEV; in Canada it appears to be associated with a larger number of hours of volunteer work and higher participations rates across a range of volunteer activities (MacPhail and Bowles, 2009). Luffman (2003) reports that employed Canadians provide more volunteer work than non-employed Canadians and half of these are supported by their employers in some way. This equates to around a quarter of the formal volunteer work in Canada being performed with some form of employer support.

Gilder et al., (2005) conducted an empirical investigation into the internal effects of employee volunteering amongst employees of the Dutch ABN-AMRO bank. This is important for this research, as it shows that socio-demographic characteristics for employee volunteers markedly differ from those of non-volunteers and community volunteers. Employee volunteering also seems to have positive effects on attitudes and behavior towards the organization. Gilder's et al. research is also important because it was conducted within a Dutch financial services provider, ABN-AMRO bank.

Their results demonstrated that the relationship the employee has with commitment towards the organization is positive, as is the relationship to the organizational commitment behavior and attitude towards work. Employees that have a positive attitude towards the volunteer program therefore have a more positive attitude towards the organization. It is also shown that high organizational commitment behavior is strongly oriented to high performance and high attendance and that the social norm encountered by employees. Career importance also showed significant positive correlations with commitment to the organization, organization citizenship behavior and work attitude. Volunteer work overall is evaluated positively in this study, even by employees that have to fulfill the amount of work that cannot be done by their colleagues that are volunteering. Their results further indicate that employees who work with

colleagues who do volunteer work are more likely to do volunteer work themselves; either within the organization or as a community volunteer (Gilder et al., 2005).

Sanders and Roefs (2002) conducted research to discover the relationship between the degree to which staff perceive their employers as socially responsible businesses and their bond to the organization. They measured the bond employees felt to the organization in terms of affective involvement, organizational citizenship behavior and intended turnover. They were able to prove that the degree of employees' perception about the organization's social responsibility is positively related to employee bonding (Sanders et al., 2002).

Another important note, Basil et al., (2011) demonstrated in their research that CSEV activities depend on the organization's size. Looking at the operationalizing reliability and accountability in the context of CSEV with support from the predictions of organization stages theory. Large companies apply greater levels of formalization to their employee volunteering programs than smaller organizations. Additionally they found that large organizations demonstrate less flexibility in their CSEV programs compared to the smaller organizations. This suggests that employees may be more aware of formalized programs, compared to the informal programs; formalization may encourage greater employee participation. Willing to participate in formalized programs without having fear is seen as opportunists seeking special privileges. This research suggests that organizations can have an impact on the society through CSEV but the form of CSEV may differ depending upon the size of the organization. The more strategic and formalized approach used by larger organizations may lead to a selection process whereby less favored non-profit organizations suffer in a relative sense as causes benefiting from employee volunteerism are shaped by company strategy rather than societal need (Basil et al., 2011).

2.2. The Three Component Model

The Three Component Model (see figure 1) demonstrates the three forms of commitment: affective, normative and continuance. The three forms of commitment are related yet distinguishable from one another as well as from job satisfaction, job involvement, and occupational commitment in addition to variables considered to be their antecedents, correlates, and consequences (Meyer et al., 2002). They primarily differ in terms of the mind-set that binds the individual to the organization (Meyer et al., 2001) and relate negatively to turnover; their relations with other types of work behavior can be quite different (Meyer et al., 2002).

Meyer et al. (2002) used this model to estimate the true correlations between the constructs underlying these measures. Their focus was not the validity of the commitment scales, but the validity and structure of the model itself.

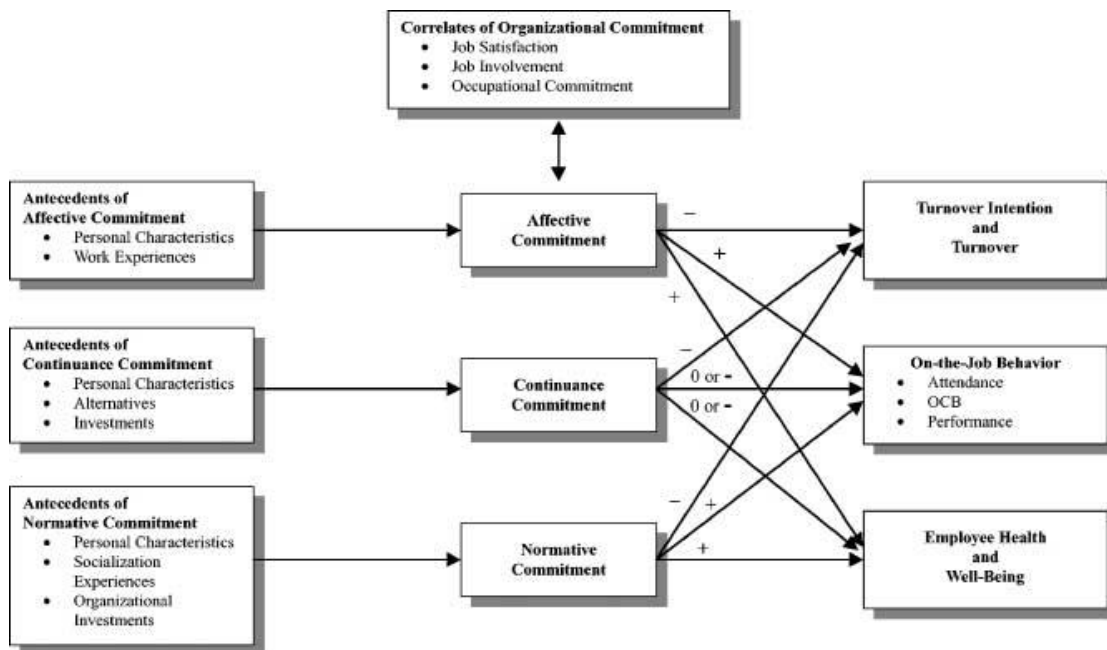


FIG. 1. A Three-Component Model of Organizational Commitment.

The left side of figure 1 demonstrates the general categories of variables, which are hypothesized to be involved in the development of *affective, continuance and normative commitment* (Meyer et al.; 2002).

These forms of commitment were analyzed according to four variable groups: demographic variables, individual differences, work experiences, and alternatives/investments. Only individual differences and work experiences are relevant for this research as they showed positive correlation with affective commitment. In all cases Meyer et al., (2002) demonstrated that the sign of the correlation involving continuance commitment was opposite to that for affective and normative commitment. It was also demonstrated that work experience had a strong relation with affective commitment. This supports the argument that recruiting or selecting employees who might be predisposed to being affectively committed will be less effective and will carefully manage their experiences following entry, showing commitment to the work they produce. It also demonstrates that organizations wanting affectively committed employees must demonstrate their own commitment by providing a supportive work environment (Meyer et al, 2002).

Moral appeal identified by Porter and Kramer (2006) can be linked to affective commitment as employees have the duty to be a good citizen for the organization responsibility and by considering the corporate social benefits. Moral appeal is one of the four justifications that Porter et al., (2006) uses to explain organizational commitment to the society. They explain that there needs to be a balance that combines organization's competing values, interests and financial costs. Members of the organization, employees, are asked to reach commercial success in ways that honor ethical values and respect people, communities and the natural environment (Porter and Kramer, 2006). The internal CSR policies influence different factors in the organization, areas of human resource and industrial relations, strategy, leadership, values and culture are all of great concern (Young and Thyil, 2009). Hereby, it is also important to consider products and services that the organization uses.

The second justification made by Porter and Kramer is sustainability, which stresses environmental (internal and external) and community stewardship and internal and external social policies. Also considering nature and the environment, human rights, customer needs, quality, social and community activities (Young et al., 2009). It goes beyond profit maximization, Peterson (2004) demonstrated that there is a link between corporate citizenship

and organizational commitment; the relationship is stronger among employees who believe highly in the importance of CSR (Peterson, 2004). The commitment of the employee is also higher when an organization considers the needs of its customers, maintaining a good relationship and influencing their feelings and thoughts. The employee does not want to work for an organization that he is or she is ashamed of. However it is important to meet *the needs of the present without compromising the ability of future generations to meet their own needs* (Porter and Kramer, 2006, p. 5).

License to operate is the third justification which derives from the fact that every organization needs implicit or explicit permission from the government, communities, and numerous other stakeholders to do business, and a certain social involvement needs to be made. *It offers a concrete way for a business to identify social issues that matter to its stakeholders and make decisions about them* (Porter et al. 2006, p.7).

By seeking satisfaction with the stakeholder, organizations relinquish their CSR agendas. Community relations, customer value, market orientation and dialogue are very important assets of this justification.

Finally, reputation is used by organizations to justify CSR initiatives on the grounds that they will improve an organization's image, strengthen its brand, rise-up morale and its value of stock. This can be done through CSR ambition and management commitment as well as organization and control mechanisms of CSR. Overall it is of course important that organizations secure the long-term sustainability in economic performance and also for employment practices, by avoiding the short-term behavior that is socially detrimental or environmentally wasteful (Porter et al., 2006, Basil et al., 2008). Once an organization uses CSR to satisfy the stakeholder, the CSR activities might turn into a series of short-term defensive reactions and public relation with minimal value to the society and no strategic benefit for the business (Porter et al., 2006).

In the middle of the Three-Component Model are the correlates of commitment, as there is no consensus concerning causal ordering, job satisfaction, job involvement and occupational commitment. Recently there has been a growing amount of research held on the links between commitment and employee-relevant outcomes, including stress and work-family conduct (e.g., Meyer et al., 2002, 2006, Hoffman, Blair, Meriac, Woehr, 2007; Rodrigo, 2008). Meyer

et al., (2002) mentioned that affective commitment can buffer the negative impact of work stressors on employee health and well-being. These variables have an affective tone and are best considered to be correlates of affective commitment (Meyer et al., 2002). The correlations between affective commitment and overall job satisfaction, job involvement and occupation commitment were very strong, especially when compared to the normative and continuance commitment. Global satisfaction in general includes the satisfaction with the organization itself or its management (Meyer et al., 2002). Job satisfaction and affective organizational commitment is, according to Meyer et al., (2002), considered as an effort to understand and manage employee behavior.

The right side of the figure demonstrates variables that are considered to be consequences of commitment, such as withdrawal cognition. They conducted separate analyses for general measures and pure measures of turnover intention; the correlations between the three commitment scales and turnovers were all negative. Correlations with withdrawal cognition were stronger than those with actual turnover, with these being the strongest of affective commitment.

Meyer et al., (2002) finally came up with various conclusions. Their findings support the argument that recruiting or selecting employees who might be predisposed to being affectively committed will be less effective and will be carefully managing their experiences following entry (Meyer et al., 2002). As they found that perceived organizational support has the strongest positive correlation with affective commitment, organizations that want affectively committed employees must demonstrate their own commitment by providing a supportive work environment (Meyer et al., 2002).

Affective commitment has been found to have stronger links to behavior when compared to normative and continuance commitment in the stated research (Meyer et al., 2001, 2002, and 2004). However the focus will lay on how committed the Rabobank employees are towards CSR and CSEV demonstrated with the three forms of commitment. The three forms of commitment will be used in this research because the employee can be committed to the organization for different personal reasons (Finegan, 2000). Each type of commitment produces different effects (Finegan, 2000) and can be associated with both personal and organizational values (Finegan, 2000; Meyer et al., 2001, 2002, and 2004). Research has

suggested that values alone can influence attitudes and behaviors (Finegan, 2000); personal values have been shown to influence both corporate strategic decisions and managerial decisions (Finegan, 2000). Personal values play a role in choice of careers and in Finegan's perception of ethical behavior in the workplace, as job satisfaction and commitment are affected by employee's personal values (Finegan, 2000).

Finegan (2000) has demonstrated in his study that an individual's attitude perspective is based on reactions to a particular situation. *When an organization is perceived by an employee to be concerned about his/her welfare, the employee is likely to be affectively committed, but when the emphasis is on obedience to authority and bottom-line issues, the employee is likely to score high on continuance commitment* (Finegan, 2000; p.167). Finegan was able to demonstrate that employees view values of an organization as important and combine feeling and behavior with a group of people. This research is important because it demonstrates that employees can compare and match their personal values to an organization (Finegan, 2000).

It is also relevant for the current research because it announces that individuals can commit to an organization and how they view the values of the organization. CSR and CSEV are actively present in the values of the Rabobank, but is it also in the perspectives of the employee?

According to Geroy et al. (2000) CSEV can improve people skills, show an increase in ability to work as part of a team, an ability to identify more innovative approaches in responding to difficulties, and a greater appreciation for contributions from the organization (Geroy et al., 2000).

3. Research questions and hypotheses

In the next section a description of the research question and hypotheses will be given.

3.1. Research Questions

The following research question will be investigated. The research question is:

What is the relationship between Rabobank employee commitment to the organization and attitude to CSR and CSEV?

3.2. Hypotheses

In this section the hypotheses will derive to test different kinds of reasoning for employee commitment towards the Rabobank through CSR by having CSEV as a mediator. CSEV acts as a mediator because it is a form of CSR and will hereby influence the attitude and commitment of the employee towards CSR and the organization.

The first line of reasoning assumes that employees of the Rabobank are so accustomed to CSR activities that they have accepted these activities in the core business. CSEV as described in the theoretical frame work has many positive effects on CSR view points this will be investigated by the three forms of commitment. Organizational commitment as described is divided in three components; affective commitment (AC), normative commitment (NC) and continuance commitment (CC).

Affective commitment covers the individual's attachment to social relationships and to the organization, and develops when an individual's becomes involved in, recognizes the value relevance of, and/or derives his of her identity from the organization (Meyer et al. 2002). It is therefore expected that affective commitment will positively influence CSR and CSEV. The CSR and CSEV activities might give the employee the possibility to be more committed to the Rabobank.

Hypothesis 1a: Affective commitment positively influences CSR

Hypothesis 1b: CSEV mediates the relation between affective commitment and CSR

Normative commitment concentrates on the internalization of norms and values and on inner convictions. It is expected that normative commitment is positively or negatively related to the organization as described by Meyer et. al. (2002, 2004). Employees are more conscious of how their performance is related to cost - for example leaving the organization - and rewards - for example a bonus -. The expectations for the employees of the Rabobank that are normative committed will positively influence CSR and CSEV because they have the feeling they should perform.

Hypothesis 2a: Normative commitment positively influences CSR

Hypothesis 2b: CSEV mediates the relation between normative commitment and CSR

Continuance commitment involves social roles and positions from which individuals derive their perception of the costs associated with leaving the organization and the rewards related to participation in the organization. In earlier attempts of empirical research mostly only negative associations have been found with continuance commitment. Meyer et. al. (2002) argue that employees with strong continuance commitment behave negatively in reaction to the ‘no choice’ situation or perform passively in reaction to the learned helplessness that is promoted by a strong continuance commitment (Meyer et. al., 2002). It is therefore presumed that employees who are continuance committed to the organization negatively influence CSR and CSEV because these employees will have a sense that they have to or the feeling that they have ‘no choice’.

Hypothesis 3a: Continuance commitment negatively influences CSR

Hypothesis 3b: CSEV mediates the relation between continuance commitment and CSR

3.3. Research model

The presumed hypotheses 1- 4 are projected in a fig. 2 to demonstrate the relationship among them.

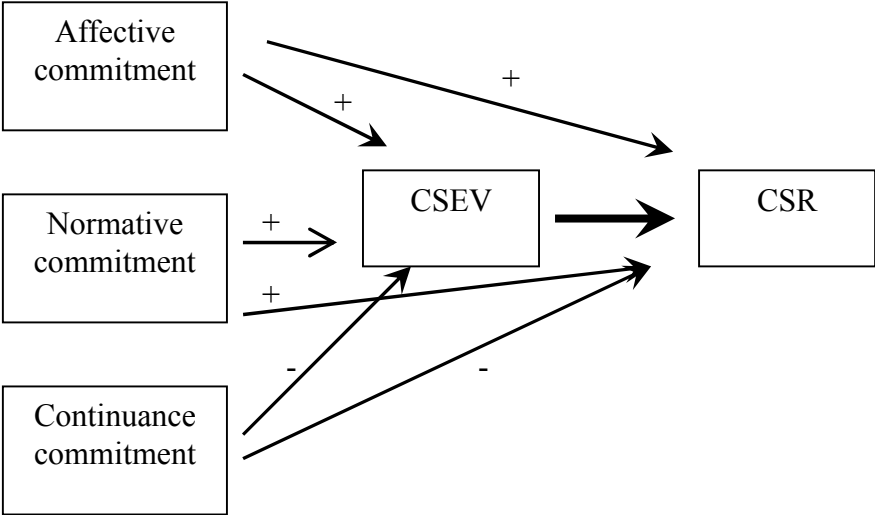


Fig. 2: Hypothesized the effects of commitment on CSR and CSEV

4. Rabobank

A brief summary on how the Rabobank functions, about the engagement of employees and about Rabobank's CSR policy is given below.

4.1. Rabobank Group

The Rabobank's history starts in Germany in 1864, where German major Friedrich Wilhelm Raiffeisen started the first cooperation that loaned money to poor farmers. Member farmers joined this cooperation by contributing to the cooperation's capital and sharing the credit risks to help each other to grow and expand by organizing financial support amongst themselves. In the early 20th century this principle was introduced and adopted in The Netherlands with the establishment of hundreds of small independent local cooperative banks. These banks later formed two groups of banks, the *Boerenleenbank* and the *Raiffeisenbank*. These two groups merged in the sixties. Now, more than 100 years later, the Rabobank Group is the biggest banking group in The Netherlands. The Rabobank group consists of 147 independent local banks throughout The Netherlands. The Rabobanks' main strategic objective is not to maximize profit, or to create shareholders value, but rather by building upon on its cooperative heritage, to stay close to and work for the common interest of all its stakeholders, whether it be customers, members, employees or citizens and enterprises in its local environment. That cooperative business principle still can be recognized as Rabobanks have no shareholders and do not pay dividends.

The local banks have established a central support organization, Rabobank Nederland, which is given delegated responsibilities such as developing products and policies and providing services that every Rabobank can choose to make use of. This central organization also manages the overseas branch network.

The Rabobank group has the ambition to be the leader with CSR activities amongst major domestic and international banks. Since every individual (local) Rabobank is independent, it is individually responsible for defining and executing its CSR activities. An example is that for some local banks, every employee is expected to participate in at least two CSR activities or projects per year. Other local banks focus more on financially supporting external social initiatives. Yet, every Rabobank defines and executes its own individual social mission and CSR ambition. What they have in common is that most of them strive to obtain:

Employee participation and support

Using and discovering (new) knowledge by keeping in contact with the society and stakeholders

Interaction with members

Having and stimulating an active role in the life of its clients

Rabobank Nederland supports local banks with their CSR activities by offering nation-wide CSR programs and projects that a local Rabobank can subscribe to.

4.2. Cooperative dividend

The Rabobank does not have shareholders and no dividends have to be paid; most of the profits earned by an individual Rabobank is retained for further growth. It reserves a part of its profits to fund projects with a common societal benefit. According to the bylaws of most Rabobanks, a maximum 25% of the net profit made and 4% of the general reserve may be used for local projects.

Money, knowledge, networking and the participation of the employees, are major elements that support these local projects. *We think that the society will benefit if there is a certain degree of cooperation* (Over ons, Rabobank). The participation and support of Rabobank in various forms holds a great variety of projects. General societal benefit is what the Rabobank calls, ‘cooperative dividend’ (Over ons, Rabobank).

The concept of *cooperative dividend* is meant not to focus on financial support alone; as is explained in a 5 point model, the idea is to involve all Rabobank production factors.

Resources: giving availability for conference-rooms, copy machines, etc.

Numbers: The network of the Rabobank (members, clients or employees) can be used to organize activities

Media: the bank’s communication means or network partners may be used for publicity

People: employees’ knowledge and experience can be used in the district society and environment

Money: Money that the Rabobank reserves for activities in the local society and environment.

Sponsoring activities are strictly speaking not part of cooperative dividend. In sponsoring, the focus is on what Rabobank gets in return for its mainly financial support and therefore it is part of the marketing budget. However it is sometimes hard to distinguish between cooperative dividend and sponsoring. Most Rabobanks ask members for their input on the selection of projects to be supported under cooperative dividend in their local society. Through its members, Rabobanks keep close ties with many different movements and organizations in the local society. It also contributes positively to its reputation. Although not the main goal, Rabobank benefits economically from these cooperative ties. By participating in the Rabobank member network, its members also have the opportunity to tap into other social networks that Rabobank is connected to.

It is through these networks and tight local ties that Rabobank tries to start up local initiatives together with other organizations. These initiatives should, after some time, be self sustaining and ultimately have an enduring beneficial effect on the society. Preferably, through the cooperation with other organizations Rabobank seeks to benefit from these projects, albeit not in a direct profit sense. It can, however, exchange knowledge on a variety of social processes, trends and social problems and create goodwill by helping to (and be part of) the solution. In this way it tightens its relationships with existing customers and can find new potential customers easier.

The projects can be in many forms of both a financial or non-financial nature, such as giving or organizing joined workshops or seminars, helping common societal start-up initiatives, identifying and bringing various organizations with a common problem together.

The Rabobank group is also one of the country's biggest sponsors for sports (such as hockey, horseback riding, and biking) and cultural activities (working closely together, for example, with world famous museums such as the Van Gogh Museum. But foremost the bank supports many small local cultural foundations).

4.3. Rabobank CSR Projects

The Rabobank group is engaged in different CSR projects. Every Rabobank tries to pay attention to different sections of the society, different age groups, problem areas etc. Some projects are set up on a nation-wide basis.

More specific examples of projects are the following:

NL Doet (echo, buurtreactie): Every year employees from different Rabobank offices go out to help the community by working freely for *NL Doet* (also known as *Make a difference*) for one day. The employees volunteered at a garden center (Overvecht) along with a few clients from *Aangenaam/WonenPlus*, walk and bike with the residents from a nursing-home, *De Meermin* in Edam, and organized a high-tea for the residents of the nursing-home *Sint Nicolaashof* in Volendam. The financial services were available whereby offices were open according to the normal schedule (nation wide).

(S)Cool on Wheels (Rabobank, Waterland nieuws) is a recent project that the Rabobank Waterland and district offices were involved in. This project is initiated by the handicap sport fund and the handicap sport Nederland with the financial support of the Rabobank Waterland and district offices. The point is to educate children on the advantages and disadvantages of being a child with a handicap. How do children of the same age participate in a sport with a handicap? Participating in a sport is important to all children, it improves not only their condition and motor skills but it also gives them more self confidence, increases their social network and it helps to interact with their environment. The Rabobank has been involved and has been supporting the handicap sports for some time with the aim to improve the interaction with these special needs children and their society (nation wide).

Donating computers (webregio): In May 2010 Rabobank Zaanstreek donated computers that were not of use for the bank. These computers were donated to local organizations that are directed to social engaging activities. Each organization can apply for a free computer by emailing the bank the reasons why and how the computers will be of use for the organization (local project).

Youth conducts: adolescents under the age of 27 without a job are being helped to find them a suitable job which suits their interest and achieved a diploma. The government wants to invest their time and money in this group of people because they have a lot of potential to grow (local project).

'Dag van de dialoog': different people from all sorts of organizations are invited to spend one evening around a table with six to eight different members to discuss different appointed subjects. These people can have different cultural backgrounds, beliefs, education etc.

The purpose of this evening is to get every individual involved and to get to know different people in your society, to share problems and trying to get to a mutual solution. Different organizations offer their offices for this debate to take place, as does the Rabobank (nation wide).

5. Method

The purpose of this study is to discover in what ways employees are committed (affective, normative or continuance) to the Rabobank; how this effects their commitment towards CSR and finally how this effects their commitment towards CSEV. To discover the commitment of the employees a combination of qualitative and quantitative methods are presented in this research. Qualitative research gathers in-depth understanding of the human behavior, the employee, and the reasons for that behavior. The quantitative research verifies which hypotheses are true and which are not. A combination of different measuring methods needs to be used to get a well rounded answer to these questions. Triangulation (Jick, 1979) is a concept that combines quantitative research and qualitative research. This combination will give a balance of both strengths and weaknesses of both methods and might fore come intrinsic biases. The qualitative research will be held with the in-depth interviews at the Rabobank Waterland and the quantitative research will consist of a questionnaire that is sent out to the offices of Rabobank Randmeren, Rabobank Utrechtse Heuvelrug and Rabobank Sneek.

The hypotheses mentioned in the theoretical framework are purely predictions. This means that for the Rabobank employees the company's CSR activities are an important factor for their commitment to the Rabobank. To be involved in the local society is a main identity element that every Rabobank promotes amongst its employees. This means committing time and money and enabling employees to benefit their local society. It is therefore presumed that the employees are more committed to the Rabobank because they know that the Rabobank is fully committed to their employees and their benefits to society.

5.1. Qualitative research- interviews

The first step of the research is explorative semi-structured interviews. This means that the interview consists of different components. Per component a set of sample questions will be asked, the interviewer is allowed to ask additional questions which help to get a better view of what the interviewee means to say. The results of the interview are input for the quantitative research - the questionnaire -.

In the next section an explanation of participants will be given along with the interview layout.

5.1.1. Participants

Interviews are held with a total of 24 employees, 10 females and 14 males.

Of this total, 20 employees (8 females and 12 males) who are not occupied with CSR activities as part of their regular work activities (see attachment 3), were selected at random in different divisions of the organization (Downs and Adrian, 2004), meaning that a broad view of opinions in the organization could be established (view attachment 6 for written up interview data). The age of these employees varied from 25-57. Employees were also asked how long they have been working for the Rabobank, this varied from 2-40 years. Most of the employees have had different job positions throughout these years. Some started working at the front desk and worked their way up to become assistants and even managers.

The remaining 4 employees are involved with CSR activities on a regular basis (view attachment 7 for written up interview data) as part of their professional tasks. The interview is recorded and simple notes are taken to register basic information. These employees were also asked how long they have been working for the Rabobank; this varied from 4 to 27 years. The job positions of these employees differ from project manager to chairman of the board of directors.

5.1.2. Purpose of interview

The purpose of the interview is to discover what attitude the employee has towards the banks CSR projects and how this effects his or her perception of the Rabobank's identity and commitment towards the bank. The interviews are held in Dutch as it is the working language in the organization. Every interview is approximately 30 min to an hour. Every individual is asked if he or she minds if the interview is recorded, and assurances were given that the recording will not be shared with anybody else, including the bank's board of directors. Every individual volunteered to participate freely.

5.1.3. Procedure Interview

Analyses and interpretations were made from data that was gathered from in-depth interviews that were held based on Rodrigo et al. (2008) and Basil et al. (2009) interview setup. Two sets of interviews are held with the same setup of questions (see attachment 1). One interview setup is for all employees who are not involved in CSR activities as part of their regular work

activity and the other interview is for employees who are involved with CSR activities in their work activities (see attachment 1).

A protocol with standard questions is developed to provide a structured framework. If questions are not answered or incomplete responses are given, follow-up questions will be asked. The protocol was split into different chapters to cover commitment and attitude (see attachment 1). For both interviews, basic information about the employee is asked first (questions 1-7). These questions will cover their current job position, how long they have been working for the Rabobank and if they are satisfied with their job. This will demonstrate the personal traits of the employee, their attitude, motivation and satisfaction with their job. The interviewee will remind the employee that the information given will not be evaluated personally and the individual information will not be shown to Rabobank personnel. Employees are also asked if they think that they can identify themselves with the identity of the bank. This will demonstrate if the employees compare their own identity with the identity of the bank. Research has shown that people find it easy and enjoyable to talk about their jobs (Down & Adrian, 2004). So opening the interview with a discussion about their job motivates the conversation (Downs et al., 2004).

Second, employee's general knowledge about CSR is asked (questions 8 and 9), which will determine how the employee views the CSR activities. This can determine if the employee's perception of the organization changes if they know in what ways the organization is involved with CSR.

Third, the employee is asked for their perspective about the Rabobank (questions 10-15), and their involvement with CSR activities. It is important to see why the employee is motivated and committed to the Rabobank through their CSR activities.

And the last part of the interview will deal with what the reasons are that the employee wants to be involved in CSR activities with the Rabobank; and the CSEV actions (questions 16-20). How can the Rabobank get the employee to be more involved in CSR activities?

5.2. Quantitative research

The quantitative research consists of a questionnaire that is sent out to all employees of four Rabobanks: Rabobank Waterland, Rabobank Randmeren Rabobank Utrechtse Heuvelrug and Rabobank Sneek (see attachment 2). It will provide insight into employee commitment to the organization and how this affects the CSR activities and the CSEV participation. The questionnaire is available through a link that is sent to the employees' work e-mail.

This questionnaire is split up in three sections; commitment (affective, normative and continuance), Rabobank & CSR and Rabobank & CSEV. The questionnaire consists of a total of 45 closed questions that have to be answered on a 7 point likert scale ranging from 'totally agreeing'(1) to 'totally disagreeing' (7) with the statement. The employees have to answer the questions or statements that best fit their personal and work situation.

The questionnaire is in Dutch as it is the working language in the bank. The questionnaire takes approximately ten minutes to fill out. An introductory text explains the reason for the research, why the employee is important to participate by filling out the questionnaire. Each filled out questionnaire is important for the employee personally as an employee and for the bank. They are also reminded that the Rabobank is not able to see individual questionnaires only the overall end results.

5.2.1. Instrument

The questionnaire begins with some basic information such as: gender, age, current job position, and how long they have been working for the Rabobank.

The first section of 16 questions is about how committed the employees are towards the organization. These questions are based on the questions made by Van Gilden, Van den Heuvel and Ellemers (1997) in their article on the three component model. These questions will show how the employees are committed to the organization; either based on affected, continued or normative committed.

The next 10 questions have a focus on how the Rabobank's employees feel about the CSR in their organization. These questions are based on the questions composed by Tucker (2008).

Finally, the last set of questions focuses on how the Rabobank employee feels about the CSEV activities. These questions are based on the questionnaire that are presented in Geroy et

al. (2000). The instrument has been used before in a survey format to assess employee perception of work benefits gained or not gained from non-work experiences by Sieber's model of the benefits of multiple role participation and its four dimensions in 1974 (Kirchmeyer, 1992 in Geroy et al., 2000).

Overall the data will hopefully enrich personal (individual) resources and increase employees' abilities and efforts to meet the goals of the organization.

5.2.2. Procedure questionnaire

Socio-demographic variables are also a relevant topic for this study and generally play a role in the employee's decision to volunteer. In this study we have four demographic variables: gender, age, work (location of office) and years (amount of years worked at the Rabobank).

Gender:

Gender is one of these variables, as some have argued that women do more volunteer work (Van Daal and Plemper, 2003) but do not seem to receive the same support in flexible work hours and time-off when compared to their male colleagues or counterparts. Women also will typically face increasing time constraints when compared to men (MacPhail et al., 2009).

In the current study a total of 94 participants filled-out the questionnaire; 47 males and 47 females (50%).

Age:

Table 5.2 shows the minimum and maximum age of the participants ranged from 18 to 61 years. 19.1% employees have the age of 18 to 30 years, 33% have the age of 31 to 40 years, 26.6% the age of 41 to 51 years and 20.2% are in the age of 50 to 61 years.

Work:

This questionnaire was sent out to three Rabobank offices in The Netherlands; Nijkerk, Utrechtse Heuvelrug and Sneek. A total of 29 participants from Nijkerk filled out the questionnaire which is 30.9%, 42 from Utrechtse Heuvelrug a total of 44.7% and 23 from Sneek of a total of 24.5% (see table 5.2.).

Years:

The last variable that was investigated was the amount of years that each participant has been working for the Rabobank. This ranged from 1 to 40 years. The groups were split up every 5 years. A total of 27.1% have been working for the Rabobank for 1-5 years, 17% for 6-10 years, 23.4% for 11-15 years, 11.7% for 16-20 years, 2.1% for 21-25 years, 6.4% for 26-30 years, 8.5% for 31-35years and 2.1% for 36-40 years.

Table 5.2.: Descriptives demographic variables

	N	Percentage %
Gender		
Male	47	50
Female	47	50
Total	94	100
Age		
18-30years	18	19.1
31-40years	32	33.0
41-50years	25	26.6
51-61years	19	20.2
Total	94	100.0
Wrok		
Nijkerk	29	30.9
Utrechtse Heuvelrug	42	44.7
Sneek	23	24.5
Total	94	100.0
Years		
1-5years	26	27.7
6-10years	16	17.0
11-15years	22	23.4
16-20years	11	11.7
21-25years	2	2.1
26-30years	6	6.4
31-35years	8	8.5
36-40years	2	2.1
Total	94	100.0

5.2.3. Dependent and independent variables

The Cronbach's α is measured and it turns out that it is high enough (higher than 0.06) to assume that there is a relationship among the questions measured in the questionnaire. An overview will be given of the questions from the questionnaire into new variables; CSR, CSEV, affective commitment, continuance commitment, and normative commitment.

CSR

CSR1-CSR10 make up a new variable called CSR and has a total of 10 questions (total: $M=3.04$, $SD= 0.79$ and $\alpha=0.85$). Attachment 5, table 6.1. demonstrates the mean, standard deviation and cronbach's alpha if item deleted of each variable. This shows that the variables have a high alpha to compose the new component CSR.

CSEV

CSEV1-CSEV16 make up a new variable called CSEV with a total of 16 questions. Attachment 5, table 5.2 demonstrates that the variables have a high alpha of 0.91 to compose the new component CSEV (total: $M=3.38$, $SD=0.93$ and $\alpha=0.91$).

Affective commitment

Questions A1-A6 test affective commitment, these questions have made a new component, named affective commitment. Attachment 5, table 5.3. demonstrates that the variables have a high alpha to compose the new component Affective commitment (total $M=2.71$, $SD=0.86$ and $\alpha=0.82$).

Normative commitment

Normative commitment is made up of variables N1-N5. Attachment 5, table 5.4. demonstrates that the variables have a high alpha to compose a the new component Normative commitment (total: $M=3.98$, $SD=0.98$ and $\alpha=0.74$).

Continuance commitment

Variables C1-C5 test continuance commitment, the 5 questions form a new variable named continuance commitment as the alpha is high demonstrated in attachment 5 table 5.5. (total $M=3.64$, $SD=1.23$ and $\alpha=0.84$).

5.3. Data analysis

In this chapter a short statistical explanation will be given to show which analyses and which tests have been used. The answers to the questionnaire have been turned into statistical numbers per participant into SPSS for Windows. No missing answers were found meaning that there was no missing values. A significance is found when $p < 0.05$.

The following analyses and tests were used while analyzing the data set:

5.3.1. Reliability analysis:

Individual items are measured to see if they measure a component by looking at the reliability. It is important to find scales that are reliable. There are different ways to discover the reliability. One of the main issues concerns the scales internal consistency, if the items in one scale fit together and measure the same construct. The overall reliability is reached with Cronbach's alpha of higher than 0.06

The overall questionnaire had a Cronbach's α of 0.899 which is quite high. It is therefore important to look at each individual variable. Each question from the questionnaire has a high Cronbach's α and there is a correlation between the items, meaning that the all questions in the questionnaire are reliable and no questions have to be deleted. If item deleted Cronbach's α per question lays 0.892 and 0.902; this suggests a strong relationship among the items.

Spearman correlation coefficient is used to distinguish if two or more variables are affected by each other. The spearman correlation coefficient is described as non-parametric, meaning that when there is a perfect Spearman correlation results when X (independent variable) and Y (dependent variable) are related by any monotonic function (De Vocht, 2004)

The beta coefficient tells us how strongly the independent variables are associated with the dependent variable; this is equal to the correlation coefficient between the 2 variables. In the model summary R, R squared, adjusted R squared, and the standard error is displayed. R is the correlation between the observed and the predicted values of the dependent variable. The value of R ranges from -1 (negative relationship) to 1 (positive relationship). The absolute value of R indicates the strength, with larger absolute values indicating stronger relationships.

6. Results

In the next section the results will be analyzed. In 6.1. a full description of the interview data will be explained and analyzed and in 6.2. data of the questionnaire will be analyzed.

6.1. Interview results

A total number of 24 interviews with employees of Rabobank Waterland were held. Four of these employees are frequently involved in CSR activities and 20 employees are not involved or only on an exceptional basis. Each interview was audio recorded and a transcript was made. These transcripts were analyzed and summarized (see attachment 3 and 4). The interview layout as described in 4.1.3. consists of four components; opening questions, viewpoint of CSR, CSR and the Rabobank and CSEV. In the next section these components will be discussed and demonstrated with the most important facts.

6.1.1. Opening questions

The opening questions focused on the interviewee's job and were intended as a soft introduction and to put the interviewee at ease. We will not elaborate on this part of the interview.

6.1.2. CSR

In the second part of the interview, employees were first asked to describe what they thought CSR means. As discussed in the theoretical framework, CSR is a concept whereby organizations pursue and engage in social and environmental values which are linked to the organization's core business operation and engagement with stakeholders. The employees have mixed feelings about CSR. One of the employees mentioned:

Quote: Every employee needs to know where and what the Rabobank stands for. Unfortunately there are a lot who don't. CSR is how the Rabobank started; we were born with this identity. But there are also employees who do not agree with CSR activities. There are a lot of projects that the Rabobank can be part of. Creative ways need to be found to make sure that people, the society and the employees, will recognize us.

Some employees mentioned that CSR means having a close proximity to the society. They also know that profiting from these activities is not the main goal and that how much money the organization spends to support or donate to a certain social cause as such is less relevant. In short, their comprehension comes very close to the bank's definition. Here are some thoughts about CSR:

Quote: It is like paying rent, rent that you pay to be part of the community. You live, work, and participate in a community, where the people form a unity. The unity has a lot of aspects that might help you form an even better community. It is therefore important to be part of and participate in this community and unity. As you also have to respect nature and keep thinking of the future.

Quote: Don't only look at the short run. Look at the people around you in the long run. It is important to enjoy the environment, as you need to take care of it and the people living in the society For organizations it is important to put a product on the market that is good for the people.

Employees who have a correct understanding of CSR are generally willing to participate in CSR activities in some way and experience it as part of the Rabobank culture and identity.

In the group of 20 employees who are not frequently engaged with CSR activities, interpretations given about CSR and the way Rabobank should be socially responsible differed widely.

Quote: It is not all about giving money. Getting close to the society means that we give them services, they can use our website to promote things or offices.

In some cases the interpretation given was very different from the definition used by Rabobank. In a number of cases CSR was viewed more as a marketing tool, like sponsoring. It is surprising that an organization that regards CSR as an important element of its corporate mission, can not explain well to its employees what that really means. This observation coincides with the complaint of employees that communication about CSR needs to be improved.

It can not generally be assumed that employees are not interested in socially responsible activities. Many participants in this group are privately engaged with voluntary work, work as a volunteer fireman or help the environment by relocating eggs found in nests on farm land. Most female employees help out at the school of their children, by being a reading mother or giving computer lessons to young children. A few are not involved in any kind of CSR activities. They mentioned that they just do not have the time to participate and that spending time to CSR during working hours messes up their work schedule.

When asked if CSR activities will be helpful to get in contact with different social groups of the society the employees mentioned:

Quote: Networking is one of the most important forms of communication; to get in touch in different parts of the society. Lots of people know that we are socially active. We frequently use our contacts, to network and to get in contact with new projects that we can support.

Quote: Creating a bigger network is important for a bank, not only to get closer to the society but also financially. New financial opportunities are always a plus. Networking is one of the most important forms of getting in touch with different parts of the society.

I personally use my contacts that I have created with my CSR activities for my work. And I am sure that the Rabobank also does this to get closer to the society. Networking is not only important for the business but also for your private life.

All employees agreed that CSR contacts are important, for the bank as well as for them personally.

Quote: Using your contacts gives you a better perspective of the society, meaning you're more involved with the society which will in turn allow people to get to know you better.

They want to be able to tell their family and friends about the involvement of the Rabobank with other parts of the society. And many agree that it helps to attract new clients, for instance through media coverage.

Quote: People need to get to know you and what your CSR activities are before you can get in contact with them. The CSR activities need to be publicly announced by using newspapers, internet-sites and word of mouth so that everyone knows about them. It is free publicity, and it is very important (...), personally but also for the bank.

Quote: Clients are an important part of the bank: getting close to the clients and society. Clients are what we stand for and an important aspect that we always need to improve in. The communication is very important. The society will see how well you are involved and this might win new clients.

Overall, this second part of the interview shows that employees who have a more or less correct understanding of the concept of CSR, have a positive opinion about its importance for them, for the organization and for the society.

6.1.3. CSR and the Rabobank

The third part of the interview focuses on the way Rabobank is involved in CSR and how the employee contributes to CSR. It is important to know why the employee is motivated and committed to the Rabobank through CSR activities. An organization's social involvement such as CSR causes the employee to choose to participate in activities that are close to their own identity, whereby they support the identity of the organization (Hatch et al., 2004). Most employees feel that CSR is a very important part of the bank's cooperative heritage and culture (identity, moral values).

Quote: It is our motto; we exist because of the CSR. It is part of our identity. We need to distinguish ourselves from other banks; it is part of our genes. This also shows that our purpose is not to make profit. Being social gives us a good reputation.

Quote: Every Rabobank employee needs to be involved with CSR activities, if you are not involved you do not belong to this organization. We need to be proud of what we do privately and also through the bank (.....). Employees need to be asked what we want, how we can be active in CSR activities, ideas need to be spread. There are a lot of employees that have very creative ideas and these ideas need to come forward. I would be involved whether it is during or out of working hours.

Quote: For this bank it is very important because it is a small community, a small society that is very involved in everything. Being involved shows the society respect and something extra, this will eventually win us more clients. It is important to create closeness with the people in our district environment.

Employees did not agree on whether their Rabobank's present level of CSR activities is sufficient or needs to be increased. Some employees argue that they work with CSR activities every day by using plastic cups for coffee or tea, and saving paper by not printing documents when possible.

Quote: We are asked to participate in all CSR activities. And we drink out of plastic cups, use recycled paper. But we can always do more. I am very active but there are a lot of people that aren't. I think this is has to do with the fact that it is not communicated well with the employee and there is not a lot of diversity in the projects. It might be possible for every section of the organization to think of their own ways to combine CSR activities and their work activities.

Quote: It is very important to maintain the family atmosphere in this bank, to be proud of an organization where you work. It also helps us get more clients but it is certainly not our first and

only goal. It can always be better; we have just reorganized our Local-web which allows the employees to see the activities more.

Other employees suggested that the bank should initiate new projects. The current projects, such as ‘NL DOET!’ and ‘dag van de dialoog’ have the only project for years.

Quote: The projects that we are involved in at the moment are not enough. In our community, it is very hard for young adults, who have just finished school or university, to get a job or to find a house. It is thus very important to help this group of young adults to start their lives as they are our future. There are a lot of projects that other Rabobanks participate in, which could also be a success in our local society. I believe that we need to get started with these projects and get employees involved in these projects.

It was mentioned that employees have little influence on decisions about CSR activities. It also appeared that a number of employees are not really aware of the CSR activities their bank is involved in, or of the results.

Quote: I can not really judge but I do think they are involved but I can not say if it is enough. I am, however, interested in the effects of the CSR activities, this might motivate me to be more active within the bank.

Note that this employee mentioned *they* instead of *we* or *The Rabobank*. This could mean that the employee does not fully associate himself with the organization.

Often CSR activities are communicated on the local web -which is their internal website-, has recently been upgraded, and people have to get used to it as a source of information.

Quote: It is very hard to give the employees updates, we are actively posting the activities through the Local-web and we announce new projects when we need assistance and participation. But it is very hard to find a creative way of trying to involve employees to participate.

Most employees want to know why certain CSR activities are chosen over others, and what the benefits are for the society and for the bank. And successes need to be shared with the employee.

Quote: It should not be more than 4 times a year or so. Beware of overkill, keep the employee motivated and interested with new projects.

Quote: Management needs to listen to our ideas; I don't think that this is the case at the moment. Employees don't know anything about budgets or plans that are made. The communication needs

to get better. The communication needs to be more effective. Employees are usually not up to date with new activities.

It can be concluded that employees deem CSR ranging from important to very important for the Rabobank. At the same time, they mention a perceived lack of information, a lack of available activities they feel attracted to and a perceived lack of personal influence in the choice of projects.

6.1.4. CSEV

The final part of the interview deals with the use of volunteers in achieving Rabobank's CSR goals. Volunteers are a crucial resource (Basil, Runte, Eawaramoorthy and Barr; 2009) and can have tremendous influence on the CSR activities of an organization. Employee commitment is reached through good working environment, positive working conditions and career opportunities. But also through their commitment to the organization and CSR activities. How do the employees think about *company supported employee volunteerism* (CSEV) in the Rabobank? How can the Rabobank get the employee to be more involved in CSR activities?

Quote: It needs to be part of your own identity and if you are not involved in CSR in your private life, I don't think that you belong to this organization.

There is broad consensus that CSEV is a good tool in achieving CSR goals but at the same time it is felt that becoming a volunteer must be the employee's own choice without company pressure, even if the activities are done during working hours. Others do not feel the need to be part of CSEV at all, as they only see Rabobank as a place to make a living.

Quote: There are a lot of activities that the Rabobank participates in which are very good at this moment. But I don't think I should participate in these projects because I am just too busy with work and my personal life.

Quote: Employees should only be involved if they want to. You can not force people to participate in activities that they do not want to. I do not think it should be during working hours. I would rather go on a Saturday to do CSR activities. I do not think that encouragement is needed; it has to be part of your personality. But I do think that you need to be personally involved before you start to work for the bank.

It was mentioned several times that better communication on projects could increase the interest for volunteer work.

Quote: I do think that the activities could be communicated better. There needs to be a list of events and activities that are going to take place. It has to be made clear to everyone: employees, clients and society.

I want to be updated. Local web is where I get the information from right now but it does not seem to be enough. There needs to be some other form to inform the employees about the budget and the ongoing activities.

Quote: I don't personally feel that the Rabobank encourages the employee; I receive an e-mail once a year, whereby the combination of work and CSR activities is not visible. Most employees see their free time as personal time and they do not want to spend it by doing charity work for the bank. I personally would not mind, since I am very active myself.

Quote: The projects only require a few employees to participate which is a shame since not everyone is able to participate. Working for these projects needs to get the whole organization excited and not a minority of the employees. More projects are needed that encourage the employee to be involved.

Since CSR is part of the Bank's identity many employees feel obligated to volunteer for CSR activities. It is difficult for management to find a balance between just encouraging employees to participate in CSR activities and demanding that they participate. Here too, there are mixed feelings:

Quote: The participation of the employee is the most important. It is not only good for the people to get to know each other but it also allows someone to get to know different aspects of your own society and how the community works.

Quote: I find it very important that employees are involved in CSR activities but it needs to come from within, the bank does not need to encourage the employee to participate. There are always people that will only participate in CSR activities during working hours and there are people that will not participate at all.

It is difficult to make involvement in CSR activities mandatory. We want to positively stimulate these activities to engage in activities that the employee already participates in or is involved in. Being part of this bank you know that you need to be involved in some way.

Quote: We present the employees with new projects and activities on a regular basis, whereby budgets and policies are also presented. It is not enough because we have not found the progress that we want to see.

It is quite a challenge to persuade employees to actively participate as volunteers in CSR activities. Whereas there is generally a positive attitude towards CSR activities, at the same

time the motivation to be personally engaged as a volunteer is quite low and exercising pressure seems to be counter productive. Giving employees more influence in the selection of projects, in the way volunteers are involved and in the way Rabobank communicates about CSEV with its employees may have a positive influence on the level of employee involvement.

6.2. Questionnaire

In the presented hypotheses and model, CSEV acts as a mediator whereby it is important to test the results with a linear regression and a Sobel test to see the effects of the three forms of commitment (Affective, normative, continuance commitment) on CSR through CSEV. Through a Sobel test it can be made clear if a mediated effect is significant or not (Baron and Kenny, 1986). It is suspected that affective commitment and normative commitment will positively influence CSR (H1a and H2a). CSEV will also be positively influenced by affective and normative commitment as mediator (H1b and H2b). Continuance commitment is expected to negatively influence CSR (H3a) and thus also CSEV (H3b).

Table 6.1: Descriptive statistics

	M	SD	1	2	3	4	5	6	7	8	9
1.AffectiveCommitment	2.71	0.85	0.82								
2.ContinuanceCommitment	3.63	1.23	0.109	0.84							
3.NormativeCommitment	3.98	0.98	0.177	0.220(*)	0.74						
4.CSR	3.04	0.79	.473(**)	-0.038	0.263(*)	0.85					
5.CSEV	3.38	0.93	.298(**)	-0.009	0.371(**)	0.585(**)	0.91				
6.Gender	--	--	-0.096	0.033	0.161	-0.009	0.094	--			
7.Age	--	--	-0.126	-228(*)	-0.166	-0.068	-0.081	0.145	--		
8.Work	--	--	-0.248(*)	-0.158	0.079	0.087	0.087	0.173	-0.042	--	
9.Years	--	--	-0.373(**)	-214(*)	-0.136	-0.123	-0.102	0.090	0.651(**)	-0.003	--

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Text in bold and on the slighted vertical line is the alpha value

Table 6.1. demonstrates the mean (M), standard deviation (SD) and the correlations of the different variables. CSR and CSEV are positively correlated with -affective commitment- and -normative commitment-. Employees tend to be more affective and normative committed towards the Rabobank CRS and CSEV activities than continuance commitment.

There seems to be a negative correlation between affective commitment the location of work (Work) and the amount of years working for the Rabobank (Years). Continuance commitment is also negatively correlated with the amount of years the employee works for the Rabobank (Years) and a negative correlation with the age that the employee has (Age).

Table 6.2. demonstrates the regression analyses. Step 1 clarifies the relationship of the demographic variables with CSR. In step 2 the forms of commitment were added to the regression analysis. Finally in step 3 variable CSEV was added to see if CSEV influences employee commitment towards CSR. These correlation results demonstrate that only variable –work- of the demographic variables has a positive correlation with CSR in step 2. Step 2 also demonstrates that affective and normative commitment positively correlate with CSR. CSEV also positively influences CSR demonstrated in step 3.

Table 6.2: Regression analysis

	B	SE B	β	t
Step 1				
Gender	0.017	0.171	0.011	0.100
Age	0.038	0.109	0.048	0.347
Work	0.123	0.115	0.115	1.072
Years	-0.051	0.055	-0.129	-0.925
Step 2				
Gender	0.005	0.142	0.003	0.037
Age	-0.033	0.090	-0.042	-0.363
Work	0.270	0.099	0.252**	2.716
Years	0.028	0.047	0.071	0.592
Affective Commitment	0.543	0.088	0.584**	6.189
Continuance Commitment	-0.062	0.059	-0.096	-1.049
Normative Commitment	0.154	0.073	0.191*	2.117
Step 3				
Gender	-0.072	0.125	-0.045	-0.574
Age	-0.009	0.079	-0.012	-0.116
Work	0.204	0.088	0.191*	2.323
Years	0.009	0.042	0.024	0.223
Affective Commitment	0.374	0.083	0.402**	4.481
Continuance Commitment	-0.044	0.052	-0.068	-0.849
Normative Commitment	0.037	0.068	0.046*	0.553
CSEV	0.393	0.075	0.460**	5.221

Dependent variable: CSR

Note $r^2 = .022$ in step 1, step 2 $r^2 = .370$ and step 3 $r^2 = .523$

* $p < .05$ ** $p < .01$

To confirm the regression analysis and the correlation analysis an Anova was executed to see if there is a significance. The demographic variables that showed a correlation were age, work, and years.

Table 6.1. shows a correlation between affective commitment and work. This relationship is significant meaning that the location of work influences the employees to be affective committed. Table 6.3. demonstrates the descriptives of -affective commitment- and -work-, the Anova table demonstrates a significance between these groups ($p = 0.01$).

Table 6.3: Descriptives affective commitment and work

		N	M	SD	Sig.
Affective Commitment	Nijkerk	29	3.05	1.05	0.01
	Utrechtse Heuvelbrug	42	2.67	0.70	
	Sneek	23	2.35	0.70	
	Total	94	2.71	0.86	

-Affective commitment- also showed a correlation with -Years-. The Anova table demonstrates that there does not seem to be a significance level ($p=.145$).

-Continuance commitment- and -Years- also showed a correlation in table 6.1. The Group overall showed a significance, see table 6.5. ($p = .03$).

Table 6.4. Continuance commitment and Years
Dependent variable: continuance commitment

	N	M	SD	Sig.
1-5 years	26	3.83	1.27	0.03
6-10 years	16	3.71	0.96	
11-15 years	22	3.86	1.24	
16-20 years	11	3.29	1.29	
21-25 years	2	4.40	2.26	
26-30 years	6	4.10	0.60	
31-35 years	8	2.48	0.97	
36-40 years	2	1.80	0.28	
Total	94	3.63	1.23	

-continuance commitment- and -age- was the last correlation found with the demographic variables. The Anova table showed no significance between -Continuance commitment- and -age- ($p = 0.06$) demonstrated in table 6.6.

Table 6.6. Continuance commitment and Age
Dependent variable: continuance commitment

	N	M	SD	Sig.
18-30 years	18	3.90	1.18	0.06
31-40 years	32	3.83	1.17	
41-50 years	25	3.71	1.37	
50-61 years	19	2.98	1.05	
Total	94	3.64	1.23	
Total	94	3.38	0.93	

6.2.1. *Affective commitment*

The results of the Sobel test demonstrate that for affective commitment the mediator CSEV is significant for CSR (z-value 3.15 / $p < .001$). Table 6.7. and 6.8. demonstrate the results used to get the results for the Sobel test. 12% of the employees are affective commitment towards CSEV. This is relatively low while table 6.8. demonstrates that CSEV as mediator acts for 48%.

Table 6.7. CSEV and Affective commitment

	B	SE B	B	t
Affective Commitment	0.385	0.106	0.354**	3.625

Dependent Variable: CSEV

$r^2 = .125$

Table 6.8. CSR, affective commitment and CSEV

	B	SE B	β	t
Step 1				
Affective Commitment	0.469	0.084	0.504**	5.598
Step 2				
Affective Commitment	0.301	0.075	0.324**	4.013
CSEV	0.436	0.069	.487**	6.326

Dependent Variable: CSR

$r^2 =$ for step 1= .254 step 2= .482

Looking at the above tables (table 6.7. and 6.8.); and looking back at table 6.1.it can be concluded that CSEV only causes partial mediation for affective commitment. Hypotheses 1a and 1b can be confirmed.

Hypothesis 1a: Affective commitment positively influences CSR

Hypothesis 1b: CSEV mediates the relation between affective commitment and CSR

6.2.2. Normative commitment

The Sobel test also showed that CSEV is significant as mediator with Normative commitment (z-value 3.32 / $p < .000$). Table 6.8. and 6.9. demonstrate the results used to get to the Sobel test. At least 63% of the normative committed employees consider CSEV to be a good mediator for CSR.

Table 6.8. CSEV and Normative commitment

	B	SE B	β	t
Normative Commitment	0.347	0.367	0.367**	3.788

Dependent Variable: CSEV
 $r^2 = .391$

Table 6.9. CSR, Normative commitment and CSEV

	B	SE B	β	t
Step 1				
Normative Commitment	0.205	0.081	0.254**	2.521
Step 2				
Normative Commitment	0.023	0.071	0.029	0.325
CSEV	0.525	0.075	0.614**	6.983

Dependent Variable: CSR
 r^2 for step 1= .254 step 2= .625

These results demonstrate that CSEV acts as a full mediator for normative commitment. It can be concluded that hypothesis 2a and 2b can be confirmed.

Hypothesis 2a: Normative commitment positively influences CSR

Hypothesis 2b: CSEV mediates the relation between normative commitment and CSR

6.2.3. Continuanance commitment

Continuanance commitment may not be tested with the Sobel test since there is not a significant relationship between CSR and CSEV demonstrated in tables 6.10 and 6.11. These tables also confirm that only continuanance commitment influences CSR with 2%.

Table 6..10: CSEV and Continuanance commitment

	B	SE B	β	t
Continuanance Commitment	0.008	0.079	0.010	0.096

Dependent Variable: CSEV
r²= .000

Table 6.11: CRS, Continuanance commitment and CSEV

	B	SE B	β	t
Step 1				
Continuanance Commitment	-0.032	0.067	-0.050	-0.477
Step 2				
Continuanance Commitment	-0.036	0.053	-0.056	-0.685
CSEV	0.535	0.070	0.625 **	7.658

Dependent Variable: CSR
r² for step 1= .002 step 2= .393

The analysis demonstrates that the Rabobank employees are overwhelming lacking continuanance commitment. However, it is not possible to confirm hypothesis 3b, this is because CSEV was not tested suitable as mediator. Hypothesis 3a can therefore be confirmed and hypothesis 3b is rejected.

Hypothesis 3a: Continuanance commitment negatively influences CSR

Hypothesis 3b: CSEV mediates the relation between continuanance commitment and CSR

7. Conclusion and discussion

Based on the analyzed results, in this chapter we will present the major conclusions and critical reflections on the execution of the research. In paragraph 7.1 the research questions will be answered. The results will be compared with the theoretical framework in paragraph 7.2. Next, in paragraph 7.3 the validity of the research methods will be discussed and finally in paragraph 7.4 suggestions will be proposed for future research.

7.1. Answering the research questions

In section 3.1. the research question was formulated. In the next paragraphs, answers to this question will be given along with concrete conclusions.

A distinction is made between employee commitment to corporate social responsibility (CSR), and employee commitment to company support employee volunteerism (CSEV). CSR concerns commitment to the behavior and decisions taken by the organization. In CSEV, employees take a more active role by participating and contributing to the organization's CSR goals.

The notion of commitment (to CSR and CSEV) is further defined by discriminating between affective commitment -emotional attachment to the organization-, normative commitment -feeling of obligation to continue employment- and continuance commitment -economic attachment to the organization-. Hypotheses about the relationships between these variables were formed and compared with the results of the questionnaire.

The research question is:

What is the relationship between Rabobank employee commitment to the organization and attitude to CSR and CSEV?

As regards to the *employee commitment to the organization*, the research results revealed that most Rabobank employees have a very strong normative commitment and a strong affective commitment to the CSR and CSEV. The more CSR activities the organization is involved in, the more employees will be committed to take an active role in these activities. This was concluded by confirming hypothesis 2 and partially confirming hypothesis 1:

Hypothesis 2a: Normative commitment positively influences CSR

Hypothesis 2b: CSEV mediates the relation between normative commitment and CSR

Hypothesis 1a: Affective commitment positively influences CSR

Hypothesis 1b: CSEV mediates the relation between affective commitment and CSR

It can be concluded that the majority of the employees are normatively committed to CSR and they consider that in their occupation they should be active in CSEV. Affective commitment, however, only causes partial mediation with CSEV. This means that not all employees who have affective commitment views points, agree on the CSEV regulation. In other words, employees have a feeling of obligation to continue employment as well as having an emotional relationship and normative bond with the organization. This translates into a family-feel of belonging and a small distance between the private and professional cultures. Whilst loyalty is deemed important, leaving the organization is not regarded immoral, and a life time career with the same organization is not necessarily seen as positive or negative.

Continuance commitment appears to be lacking with the Rabobank employees. Only hypothesis 3a was confirmed:

Hypothesis 3a: Continuance commitment negatively influences CSR

Continuance commitment, is negatively correlated with CSR. This seems logical: if employees stick to their job with the Rabobank because of economic reasons rather than by a deeply felt emotional or normative bond, it comes as no surprise that they are not highly motivated by idealistic goals and/or feel the need to be involved in CSEV. These employees have a stronger feeling of staying longer with the organization.

The degree to which employees are affectively committed varies with the location of the respective Rabobank. This result might also be due to other factors such as their relationship with colleges or the work position, this was not tested in this research.

The amount of years that an employee works for the Rabobank gives them an affective commitment and a continuance commitment towards the Rabobank. Thus, the longer the employee works for the Rabobank the more affective committed and continuance committed he/she is. This is quite contradictory, being very committed to your organization, seeing it as

your family and only staying with the organization for economical reasons. Thus this research also showed that continuance commitment is significant with age. Meaning the older the employee or the younger the employee is the more continuance committed the employee is to the organization.

The vast majority of the Rabobank employees are aware and recognize that the Rabobank deems it important to be active in CSR and promotes employees to be active in CSEV. They also see that being active in CSEV has many advantages for them. These advantages can include getting closer to the organization as well as their colleges and the surrounding environment. Being active in CSEV gives the person involved a well rounded feeling of satisfaction for being part of the organization as being active in their community as a citizen.

7.2. Reflection on theoretical framework

Porter et al., (2002) argued that there is a growing awareness of the economic advantages for an organization to be social. Turker (2009) argued that organizations nowadays need to consider their corporate social responsibility by using their basic fundamentals of the corporate strategy to support and benefit their society, as it will also benefit the organization at some point. Through CSEV, organizations have encouraged their employees to volunteer in CSR activities (Basil et al., 2009). This might turn various employees to be affectively, normatively and even continuancely committed towards the organization (Meyer et al., 2002, 2004). Commitment reflects on the employee's relationship with an organization and has implications on the decisions that have to be made in order to keep employees motivated to stay with the organization and for them to maintain their involvement with it (Turker, 2009). In this research the influence of CSR on the commitment of employees with their employer, the Rabobank (as measured through their willingness to be involved in CSEV) is investigated. The Rabobank was chosen as the research subject because as a cooperative bank without shareholders, profit maximization is not the main goal. As a cooperation, the Rabobank is closely involved with its host society. The profit is kept in the organization to reinforce capital and a part is given back to the local society. CSR is in the genes and foundation of the Rabobank. It makes it an excellent subject for research for employee commitment to CSR and CSEV.

Meyer et al. (1991, 2002, and 2004) argue that there are three forms of commitment: employees with a strong emotional involvement, also known as *affective commitment*, stay longer with an organization because they *want* to. Employees with a strong *continuity involvement* stay with an organization because they *have* to and employees that are strongly *normative involved* stay with an organization because they *feel a sense of belonging*. The prediction for this research paper was that the Rabobank employees are able to identify themselves with the core business values and beliefs, the identity traits and feel an obligation and a need to contribute to The Rabobank's identity by their commitment and involvement in CSR activities. A strong commitment gives employees a sense of purpose for their work and acts as a resource that buffers against the harmful effects of stressors (Meyer and Maltin, 2010). In this research it was proven that Rabobank employees are more normatively committed. There are also a few employees who consider leaving the organization for various reasons but most employees have a feeling of wanting to stay and have a sense of belonging.

Basil et al. (2008) researched employee's perspective on whether work-time volunteering is viewed as work, volunteering or perhaps a combination of the two. Their conclusion was that doing volunteer work during working hours was seen as less of a volunteering activity but rather more of a work activity, when compared to volunteering completed after working hours. The results of the questionnaire and the interview demonstrate that Rabobank employees consider CSEV to be an important aspect for the Rabobank and part of their own employment with the Rabobank. They also showed a positive interest in participating in CSEV. The questionnaire showed a positive correlation between normative and partially affective commitment and CSEV.

CSEV schemes are also strongly associated with a positive organizational identity but organizational identity is not associated with the significant compliance vignette (Houghton et al.; 2009). CSEV appears to kindle or strengthen a participating employee's positive impression of the firm, manifested by increasing employee loyalty, pride, and organizational attachment (Houghton et al., 2009). The enjoyment in volunteering and the employee's belief that volunteering activity has a positive impact on the community as Houghton et al., (2009) demonstrated in their research. Gilder et al., (2005) also demonstrated that the relationship the employee has with commitment towards the organization is positive, as is the relationship to the organizational commitment behavior and attitude towards work. Employees that have a positive attitude towards the volunteer program therefore have a more positive attitude towards the organization.

The Rabobank employees showed a positive normative and affective commitment towards CSR and CSEV, meaning that they have a positive attitude towards CSEV and have a positive attitude towards the Rabobank.

7.3. Validity of research methods

In this research three forms of research methods were used. In this next section, advantages and disadvantages will be discussed about each type of research method. First the validity of the interviews is highlighted and subsequently the questionnaire as well.

Pre test

This research lacked a pre-test. Pre testing gives the opportunity to see if the method of research creates enough validity. It gives a clear view if the setup methods are useable for this research. Also, it demonstrates if the selected population is sufficient for this research and how they feel about the messages that are being delivered in the survey and interview, any missing messages or unclear points. If a pre-test was performed it might have influenced the outcome of this research for the better.

Interviews

Interviewing is a good exploratory method to get information about unknown office situations. The interviews in this research have been gathered from in-depth interviews that were held based on the Rodrigo et al. (2008) and Basil et al. (2009) interview setup. The purpose of the interview was to discover what attitude the employee has towards the banks' CSR projects and how this effects the employee's perception of Rabobank's identity and his or her commitment towards the bank. At times, additional questions were asked to get a fully useable answer. Some participants did not know the meaning of CSR, but with some additional help-questions they were able to give a suitable answer. The interviews varied in length. The more participants knew about CSR and CSEV, the longer they kept talking and were giving additional advice for the Rabobank. In some cases this led up to an hour of interview time. This may have led the employees that spend the shortest amount of time in the interview to give socially desirable answers.

Apart from socially desirable answers some other disadvantages are: the interviews were held with 24 employees from one office –Rabobank Waterland-. If other Rabobanks in The Netherlands would also have been investigated it would have given a fuller view of the Rabobank employee culture and commitment towards the Rabobank, CSR and CSEV. Every bank chooses its own CSR projects. Does this have an effect on the employee commitment

towards these projects or towards the Rabobank? This might be interesting to investigate in future research.

Questionnaire

The questionnaire consisted of 3 components. Research literature and the questionnaire of Van Gildem, van den Heuvel and Ellemers (1997) were used for the forms of commitment. Their questionnaire has been used in research by Meyer et al. and many more. The second component, CSR, was based on the questions composed by Tucker (2008). Only a portion of the original questionnaire was used, as he looked at the commitment towards the organizations by different stakeholders. In the factor analysis it was hard to distinguish the component as one set because some questions had the tendency to form a new component. Since the correlation was only minor, we decided to keep one component. However, there were no questions that were not useable for this research.

And the last component, CSEV was based on the questions that are presented in Geroy et al. (2000). Their questionnaire had to be answered with *yes* or *no*. In this research, the decision was made that the questions had to be answered on a Likert scale of 7, ranging from totally agreeing with the stated question to totally disagreeing. All 15 questions that Geroy et al. presents are used in this research. Some complications occurred in the factor analysis. Geroy et al. used the questionnaire to analyze four different dimensions about CSEV. In this research, however, CSEV was seen as one component. In the factor analysis, two different factors were demonstrated. The correlation was minor and it was decided to keep CSEV as one component.

Disadvantages of the questionnaire could be that the employees might have given socially desirable answers by for example not paying attention to the stated questions. The employees who participated in this research were employees from three Rabobanks. If more employees from different Rabobanks would have participated it could have given a well rounded picture of the Rabobank culture. It would also support how the employees are committed towards the Rabobank, CSR and CSEV.

The amount of employees that participated in filling out the questionnaire is minor. The results are based on a selected participation of 94 Rabobank employees from four different district offices, all ages and job positions was tested for their commitment. The amount of

participation is not a lot but the results demonstrate that this research is reliable and significant for the overall Rabobank population.

7.4. Recommendations for future research

This case study focused on Rabobank employees and their commitment towards CSR and CSEV. However, increasingly, other Dutch organizations also make interesting research subjects as they are investing more time and money in CSR and CSEV. CSEV is a relatively new concept for Dutch organizations for whom this research could be beneficial as it showed how important employee commitment is towards CSEV and the organization. With expected shortages on the labor market and decreasing employee loyalty towards organizations, it is interesting to know that employees tend to get more attached to an organization as a consequence of a corporate CSEV program.

As mentioned in chapter 7.3. this research is limited to a set of 24 interviews gathered from one Rabobank. Furthermore only 94 questionnaires were collected from three different Rabobanks. For future research it might be interesting to collect data –interview and questionnaires- from different Rabobanks and compare the results of each bank to one another. This might give a well rounded view of employee commitment towards the Rabobank and CSR and CSEV.

Furthermore, it might be interesting to investigate if different CSEV projects have an effect on the commitment of the employee towards the organization and to these CSEV projects; *which project provides more commitment and which project does not?* When looking at different Rabobanks it is important to consider culture as a component that might effect the employee commitment. This is important because the Rabobank is a cooperation, different Rabobanks have different cultures and different approaches towards CSR and CSEV; *does culture have effect on which kind of commitment an employee has?*

Finally, it could be interesting to investigate if the characteristics of a Rabobank employee in terms of education, motivation, expectation and personality differ significantly from those of other big banks and other corporations in the Netherlands, and if possible differences relating to the employee's position towards CSR and CSEV.

8. Recommendations for the Rabobank

The Rabobank sees itself as being a socially responsible organization, through maintaining close relationships with the local environment, by investing significant financial support and by involving other means such as people, networking, knowledge and facilities. The bank's approach is acting socially and open minded to others. One of their goals is to become an industry leader in CSEV. Employee participation in CSR activities is regarded a valuable asset of this Dutch bank. It is assumed that it enhances the bank's identity.

Regardless of volunteer program or industry type, it is suggested that participation in volunteer activities provides some benefits for both employee and employer (Geroy et al., 2000). This investigation focused on the opinion of the employees. Their recommendations will be presented in the next section: communication, work-time and projects.

8.1. Communication

From the results it can be concluded that employees find CSR and CSEV an important aspect for the Rabobank and it gives them positive commitment. The employees mentioned that CSR and CSEV activities need to be communicated more, e.g. through their local web. Managers need to inform them personally about the (up coming) events, and even through monthly newsletters. Some employees mentioned that they would like to get involved in thinking about new projects. At the moment they do not know who to correspond to.

The employees also found it important that this topic is presented in their quarterly and annual meetings. Keeping the employees informed about the plans, budgets and activities might get them more involved with CSEV and committed to the Rabobank.

8.2. Work-time

The Rabobank needs to present CSR and CSEV more as part of their culture and tell the employees that they are allowed to attend volunteer work in working hours. One of the employees worked as a volunteer with the fire department and was always allowed to leave work when the fire department needed him. This is just a minor example how the employees can be participating in CSEV activities, of course there are many other volunteer opportunities.

8.3. Projects

Yearly the bank helps participate with *NL DOET!* a national day to help charity whereby each organization focuses on a different part of the society. Most employees considered this CSEV project to be overrated. The employees would like to see different and new projects to participate in. Most employees want to know why certain CSR activities are chosen over others, and what the benefits are for the society and for the bank. And successes need to be shared with the employee. This again can be presented to the employee through Local Web, newsletter or the annual meetings.

Google, for example doubles the money every employee freely (out of their own pockets) donates to charity, the Rabobank could also provide this donation to get the employees more involved with their local society and current events happening in their surrounding society. Even by donating blood, employees are participating with CSEV.

To conclude, this research demonstrated that CSR and CSEV is not only good for the surrounding society but also for the connection that employees form with each other and the Rabobank. Hopefully the Rabobank has gained sufficient information to satisfy their employees and their commitment to the Rabobank as also for the CSEV program.

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Attachment

1. Interview setup

De Rabobank houdt zich steeds meer bezig met maatschappelijk ondernemen waarbij de inzet van de medewerker erg van belang is. De bedoeling van dit interview is om te weten te komen wat u vindt van maatschappelijk ondernemen en hoe u de maatschappelijke betrokkenheid door de Rabobank Waterland en Omstreken ziet. Dit interview duurt ongeveer een uur. Ik wil u vragen om de vragen zo volledige mogelijk te beantwoorden en - indien mogelijk - voorbeelden te geven om antwoorden te verduidelijken. Het onderzoek is anoniem en uw antwoorden worden niet op individueel niveau verwerkt maar alleen als collectief. De Rabobank heeft geen toegang tot de individuele interviews. De Rabobank zal de uiteindelijke uitkomsten van het onderzoek gebruiken om het maatschappelijk ondernemen van medewerkers te verbeteren.

Alvast heel erg bedankt voor uw deelname aan het onderzoek.

Algemene informatie over medewerker

- a. Vrouw
 - b. Man
2. Leeftijd:
 3. Hoe lang werkt u al bij de Rabobank:
 4. Wat zijn de verschillende functies die u heeft gehad binnen de Rabobank en wat is uw huidige werk positie:
 5. Kunt u een omschrijving geven van uw huidige werk inhoud?
 6. Bent u tevreden met u huidige werk? Krijgt u er voldoening uit?
 7. Kunt uw zich identificeren met de Rabobank. Welke aspecten wel en welke niet? Waarom vind u dat.

Algemeen informatie over CSR

8. Kunt u in enkele zinnen een omschrijving geven wat uw mening van maatschappelijk betrokken ondernemen is? Geef ook duidelijk aan wat uw mening hiervan is. Voorbeelden die belangrijk zijn voor u en uw omgeving.
9. Bent u persoonlijk betrokken met maatschappelijke doelen of ondernemen? Zo ja welke en waarom. Zo nee waarom niet.

Mening CSR vs. Rabobank

10. Vindt u het belangrijk dat Rabobank Waterland en Omstreken zich bezig houdt met maatschappelijk betrokken ondernemen of juist niet. Geef hierbij ook de reden waarom u dit vindt. En noem hierbij voorbeelden van activiteiten.
11. Kunt u mij vertellen op wat voor manieren de Rabobank maatschappelijk betrokken wilt zijn?
 - Kunt u hierbij ook voorbeelden gebruiken
12. Vindt u dat de Rabobank genoeg betrokken is met de maatschappelijke omgeving? Zou dit meer of minder moeten zijn en waarom?
13. Er zijn veel projecten die zich richten op het verbeteren van de omgeving, hoe kiest de Rabobank projecten om mee samen te werken? Wat zijn de vereisten? Kiest de Rabobank zelf deze projecten uit of moeten organisaties zich aanmelden?
14. Denkt u dat maatschappelijk betrokken ondernemen schadelijk kan zijn voor Rabobank Waterland en Omstreken? Waarom vindt u dit? Gebruik hierbij zo veel mogelijke voorbeelden.
15. Denkt u dat maatschappelijk betrokken ondernemen Rabobank Waterland en Omgeving helpt om voldoende in contact te komen met haar omgeving? Geef in enkele zinnen weer waarom u dit wel of niet vindt. Wat zouden de verdere bedoelingen kunnen zijn van de Rabobank om betrokken te zijn?

CSEV

16. Vindt u het belangrijk dat medewerkers betrokken zijn? Moet en kan de Rabobank dit van de medewerkers eisen.
17. Vindt u het belangrijk dat u als medewerker op de hoogte wordt gesteld van de maatschappelijke betrokkenheid van Rabobank Waterland en Omstreken? Waarom wel of waarom niet. Zo ja, via welk medium (via collega's, nieuwsbrief, internemail etc.) zou u dit willen horen?

18. Wordt u op het moment voldoende geïnformeerd over de gaande activiteiten? Welke medium zou het beste over komen bij de medewerkers en op u?

19. Zou u zelf graag als medewerker willen deelnemen aan de maatschappelijke betrokkenheid van Rabobank Waterland en Omstreken? Geef in enkele zinnen weer waarom u dit wel of niet zou willen?

- Zou u dit wel doen onder werktijd? Of juist 50/50 of vrijwillig?
- Zou u liever in groepsverband of individueel willen participeren?

20. Moedigt de Rabobank de medewerkers aan om maatschappelijk betrokken te zijn?

- Zo ja op elke manier. En hoe komt dit bij u over?
- Zo nee waarom denkt u dat zij dit niet doen?
- Is het genoeg?

Heeft u nog vragen, opmerkingen of suggesties die niet aan bod zijn gekomen?

Heel erg bedankt voor uw deelname.

2. Questionnaire setup

De Rabobank houdt zich steeds meer bezig met maatschappelijk verantwoordelijk ondernemen (MVO) en maatschappelijk betrokkenheid (MB) waarbij de inzet van de medewerker erg van belang is. De bedoeling van deze enquête is om te weten te komen wat u vindt van MVO en hoe u de MB door de Rabobank ziet. De enquête duurt ongeveer 5a10min. Ik wil u vragen om alle vragen eerlijk te beantwoorden. Alle vragen beantwoord u door op de zevenpunt schaal aan te geven of u met de stelling eens bent of niet mee eens bent.

Het onderzoek is anoniem en uw antwoorden worden niet op individueel niveau verwerkt maar alleen als collectief. De Rabobank heeft geen toegang tot de individuele enquêtes. De Rabobank zal de uiteindelijke uitkomsten van het onderzoek gebruiken om het maatschappelijk ondernemen van medewerkers te verbeteren.

Alvast heel erg bedankt voor uw deelname aan het onderzoek.

Ik ben een
 Vrouw
 Man

Leeftijd:

Hoeveel jaren werkt u al bij de Rabobank:

Welk filiaal werkt u:

Wat is u huidige functie:

Heeft u weleens zelfstandig vrijwilligerswerk gedaan?

Hoe vaak heeft u voor de Rabobank meegedaan aan vrijwilligers werk?

Affectieve Commitment Schaal

Ik voel me emotioneel gehecht aan de Rabobank

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Ik ervaar problemen van de Rabobank als mijn eigen problemen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank betekent veel voor mij

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Ik voel me thuis bij de Rabobank

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Ik voel me als “een deel van de familie” bij de Rabobank

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Ik ben er trots op anderen te vertellen dat ik bij de Rabobank werk

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Continuïteits commitment Schaal

Het zou voor mij op dit moment moeilijk zijn om weg te gaan bij de Rabobank, ook al zou ik dat willen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Ik heb het gevoel dat ik te weinig alternatieven heb om nu ontslag te nemen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Als ik ontslag neem wordt het moeilijk om een andere baan te vinden

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Er zou teveel in mijn leven verstoord worden als ik nu ontslag zou nemen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Ik ben bang voor wat er zou kunnen gebeuren als ik mijn baan opzeg, zonder meteen een nieuwe baan te hebben

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Normatieve Commitment Schaal

Het is onbehoorlijk om van de ene organisatie naar de andere over te stappen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Ik ben opgegroeid met de gedachte dat het waardevol is loyaal te blijven aan een organisatie

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Het zou een goede zaak zijn als werknemers het grootste deel van hun loopbaan bij een organisatie zouden blijven

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Een van de belangrijkste redenen waarom ik bij de Rabobank blijf, is dat ik loyaliteit belangrijk vind

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Ik vind dat iemand loyaal zou moeten zijn ten opzichte van zijn of haar organisatie

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

CSR en de Rabobank

De Rabobank houdt zich bezig met campagnes en projecten die het welzijn van de maatschappij vergroten

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank toont aan wat hun belang is van sociale verantwoordelijkheid naar de maatschappij toe

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank houdt zich bezig met activiteiten die zich richten op het beschermen en verbeteren van het milieu

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank investeert nu in de maatschappij zodat de volgende generaties een beter leven hebben

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank investeert in speciale programma's om de negatieve impact op het milieu te minimaliseren

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank ziet substantiële groei van de Rabobank in maatschappelijk betrokkenheid en ondernemen als doel voor de toekomstige generaties

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank steunt particuliere stichtingen die zich richten op het verbeteren van de samenleving in probleem wijken

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank implementeert flexibel beleid om de medewerkers een balans te geven tussen werk en leven

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank vermijdt altijd oneerlijke competitie

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Het management richt zich voornamelijk op de behoeftes van de medewerker

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

CSEV en de Rabobank

De Rabobank moedigt medewerkers aan om deel te nemen aan vrijwilligers werk

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank wilt zijn omgeving verbeteren door de hulp van de medewerkers te gebruiken

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank moedigt medewerkers aan om tijdens werktijd vrijwilligers werk te doen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

De Rabobank wilt zijn omgeving verbeteren door de hulp van de medewerkers te gebruiken

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk helpt om als waardevolle Rabobank medewerker gezien te worden

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk helpt met het ontwikkelen van vaardigheden die op het werk van belang zijn

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk helpt mij om mijn collega's beter te begrijpen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk helpt om gegevens en informatie te gebruiken voor op de Rabobank

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk helpt mij met het bedenken en creëren van ideeën voor de Rabobank

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk helpt het netwerk van de Rabobank

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk laat mij een andere kant van De Rabobank zien

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligers werk geeft mij genoeg voldoening om de moeilijkheden op het werk aan te kunnen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk maakt het makkelijker om negatieve dingen van het werk te vergeten

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk helpt mij om de problemen van het werk te vergeten

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

Vrijwilligerswerk geeft mij energie om de uitdagingen van mijn werk te doen

Helemaal mee oneens 0 0 0 0 0 0 0 Helemaal mee eens

3. Interview table 1

	Employee 1	Employee 2	Employee 3	Employee 4	Employee 5
Interview duration	00:41:45	00:25:38	00:31:57	00:26:21	00:44:47
Age:	44	40	38	33	46
Sex:	Male	Female	Male	Male	Female
Years worked at Rabobank	10	22	13	11	24
Current Job position and description	Financial control: checking if budgets are spent as they should and how things can or might change.	Administrative financial employee: keeping control on how people use and spend their mortgages	Coordinator new projects: what are the best ways of collecting and analyzing digital data, finding out what the best and new ways are.	Private banking:	Manager organizations
Satisfied with job	Yes, because there is always a nice working environment where the colleges appreciate each other	Not anymore, I have been let go. My job does not exist anymore.	Yes, always worked with great pleasure	Yes, but in the last few years it has been less due to reorganization and cutting the budget.	Yes, because I have seen very different aspects of the bank and I know this is my place to be at this moment.
Identity Rabobank and employee	The bank's values and identification points are very important to the bank and its employees, it forms a special bond.	Not anymore, working for the bank for 22years I find it hard to say goodbye. I think and feel that the bank could have done more for me by support me and find me a more suitable job.	Throughout the years I can say that I can identify myself with the Rabobank. I grew up in the neighborhood and was always involved with the Rabobank in someway.	Not anymore, but I hope that it will come again. I always work with great pleasure for this organization.	Yes, I can say that I am a real Rabobank person, firstly, Rabobank is a cooperation, whereby my colleges and I are able to see direct results, what the organization does and what we do, it makes you feel important and part of the organization. And I find it very important that the Rabobank is not just a bank but it is part of its community and its surrounding environment?
What is CSR?	Being sympathetic to others by being involved and helping others, not only by sponsoring but also through volunteering in the basic needs. Don't only look at yourself but also look at others.	Being close and personal to the people around you. Helping people out and trying to make the world a better place.	It is not all about money and making profit. Most important it can not be in dispense of someone else. Sponsoring is the most important.	Organizations need to give something back to the society by sponsoring big events like sports and festivals.	It is like paying rent, rent that you pay to be part of the community. You live, work, and participate in a community, where the people form a unity. The unity has a lot of aspects that might help you form an even better community. It is

					therefore important to be part of and participate in this community and unity. As you also have to respect nature and keep thinking of the future.
Personally involved	RotteryClub: Money is collected to support food banks, the use of water international and nationally and other organizations and projects. Koningin Willemmina Fonds: collect money for special projects.	At school I am the reading mother. I want to do more but do not have much time since I am a single mother.	No, not at all. I really do not have the time	No, due to lack of time, I really do not know what the possibilities are.	Yes, I donate blood. I used to help-out at school but my kids are all grownup.
Importance of Rabobank and CSR	Very important, a cooperation that has set norms and values. It is important that the bank gets involved and gets in contact with the society. It gives me great pleasure to help someone out and witnessing their happiness.	I find it very important. Every individual needs to see and know about different individual groups that appear in their society. It needs to be made possible to combine work and CSR on a daily basis.	It is important for the continuity within the bank as for the society. However it is disturbing to know that the bank is trying to save money by closing offices whereby jobs are lost while supporting social events. The bank needs to see each individual as a person and not look at the whole group, this might save jobs.	It is a good cause but I really have not thought about it. I personally do not see it as an important issue that the bank needs to intertwine with.	It is part of the Rabobank's culture so it is very important. Not only is being CSR important for the clients and employees but also for the people in our society. Being part of the Rabobank it is our duty to have an extra role of being involved in the society. After all, social bonding is how the Rabobank was created.
How does Rabobank want to be involved in CSR?	Being there for the community, able to set its identity treats forward through participating in the society.	It is our key identity which is very important for what we are today, being there for the society, following the footsteps of our creators.	I think by being connected to everyone in the society. But I have not seen the participation as much as I would like to but I can not think of anyway how the Rabobank should be involved.	Through sponsoring I think. I really do not know, how they should.	We want to be involved in every possible matter. I personally do not think that the Rabobank is involved, at least not as much as I would like to see it. It might help to ask and/or appoint employees to participate in CSR activities. It is not enough at this

					moment.
Is Rabobank Waterland enough involved?	<p>The Rabobank can always be more involved.</p> <p><i>NL Doet</i> is a good initiative but it always seems to be the same projects that we are involved in. This does not personally motivate me to participate. If the bank takes in different projects I think I would be more motivated to participate as will my colleges.</p> <p><i>Dag van de Dialoog</i>: is also a good initiative, unfortunately not everyone can participate in this activity which is a shame. I personally learn a lot of this activity and I think it is a real eye opener.</p> <p>This project connects every citizen from different backgrounds with each other and talk about current events in our society.</p>	<p>Yes, but it has become less in the past couple of years. Offices have been closed, which gives the clients less to refer to.</p> <p>As sponsoring has increased in the past couple of years. I do think that people were more involved with their surrounding environment in the past than now a days. It seems that people were able to make more time to help other people.</p>	<p>Yes, you can find the Rabobank everywhere. Sponsoring is an important aspect with sports and festivals (art, music etc.). These elements are close to the society and people will recognize the Rabobank in its promotion.</p> <p>Don't put money in projects or activities that don't work. But promotion and advertising needs to be active around the projects that we are involved in.</p>	<p>Yes, I have noticed that the Rabobank sponsors a lot of events like festivals with music or art and not so much sport clubs. Sports should be sponsored more, as it stimulates a positive reputation.</p>	<p>No, I think we need to create a good and structured method whereby the employee needs to be updated. This in turn will motivate the employee to be involved with the organization and the society.</p>
Can CSR be harmful towards the Rabobank?	<p>Investing time and money in bad projects such as religion and politics might effect our reputation with the clients.</p>	<p>No, I don't think CSR can be harmful in anyway.</p>	<p>The Rabobank needs to be careful when sponsoring events or organizations, they need to make sure that it is not all about giving money also being and getting closer with the society.</p>	<p>I guess it can only be harmful when something goes wrong. Generally I think CSR is positive, making something possible for others.</p>	<p>CSR can be harmful financially. If you are to involved in an CSR activity that is might damage your reputation and will cost money.</p>
Does CSR help to get in contact with the society?	<p>Yes it does help by meeting more people in the society which might also have commercial importance. Big</p>	<p>Yes it does. Personal contact is reached when communicating with the organizations that the</p>	<p>It sure does. I have an example; a junior soccer-club was sponsored, the amount sponsored depended</p>	<p>Yes, it has a positive image and does influence the Rabobank.</p>	<p>It always helps, it is usually visible in the long run. Networking is very important.</p>

	companies which are involved in CSR project might give us the opportunity to broaden our network and do business.	Rabobank sponsors.	on how many kids would transfer their bank-account to the Rabobank. This does not only get involved with the sport society but also with new clients and the kids are our future.		
Importance of employees involved in CSR activities	Every employee needs to know where and what the Rabobank stands for, unfortunately there are a lot that don't. CSR is how the Rabobank started, we were born with this identity yet we need to keep our identity traits going.	It is very important.	It is useful to get in contact with clients, family and friends. Having more experience makes it easier to tell people about your work which is free advertising.	It is very important for the employees to be involved, we tell our experiences to others.	Every Rabobank employees needs to be involved with CSR activities, if you are not involved you do not belong with this organization. We need to be proud of what we as employee do privately and also for the Bank.
How would you like to be involved as Employee?	More projects and variation of projects need to be promoted to the employee. Employees need to be asked directly if they want to participate. I am sure there are enough colleges that want to participate but do not know that there are activities. <i>Dag van de dialoog</i> is a good initiative and I would love to participate in that activity.	I would, but I am a single mom and it is hard to combine work and my family life. If it would fit in my working hours I would certainly participate more.	Only in work time. The CSR activities are usually held on Friday and that is my day off to take care of the kids. I do not have enough spare time to do it privately.	There are different projects that the Rabobank is involved in. <i>NL Doet</i> is a good initiative but I do not think it should be in one day and I feel that everyone participate in these activities only because it is during working hours. For teambuilding I do find it important to be involved in CSR activities.	Employees need to be asked more what we want, how can we be active in CSR activities, ideas need to be spread. There are a lot of employees that have very creative ideas and these ideas need to come forward. I would be involved if it is in or out of work time.
Importance of being updated about CSR activities, is it enough?	Our current CSR promotion is weak. There needs to be a club or members of the organization that keep us updated about the CSR activities. Asking and promoting activities personally would attract more people thus there needs	Important, but it is not enough. I read the Localweb on a daily basis. I would like to see a club or people where you can attend to and get information about the current activities running and how to participate.	Local web is enough. I do not think that there should be more information points as this will be to much information for the employee.	Local web is enough. I always try to read it.	It is very important. Employees get updated through Local web, but it is not enough. Everyone needs to be involved and this can be done by communicating with everyone. If you contact the employees every once in a while to keep them

	to be more variety and diversity in chosen CSR projects.				updated. Not only through intranet that's not enough and too much information is spread there.
Does Rabobank encourage you to be involved in CSR activities? Is it enough?	I don't personally feel that the Rabobank encourages the employee, I receive an e-mail once a year, whereby the combination of work and CSR activities are not visible. Most employees see their free time as free time and they do not want to spend it by doing charity work for the bank. I personally would not mind, since I am very active myself.	No, at least I don't recognize it. And the on going activities like <i>NL Doet</i> is not available to all employees. There needs to be more communication to all levels of the organization	Yes, but the time of the activities never suits me.	Except the project of <i>NL Doet</i> I do not experience any other encouragements. But I do think this is enough. It is not my job to be involved with CSR activities.	Not enough, the Rabobank needs to come forward with an exact plan and points of view. This needs to be presented to the employees and then it might be possible that it will actively involve other employees to participate in CSR activities.

	Employee 6	Employee 7	Employee 8	Employee 9	Employee 10
Interview duration	00:25:55	00:34:47	00:37:02	00:35:41	00:41:48
Age:	36	57	44	43	54
Sex:	Female	Male	Male	Male	Male
Years worked at Rabobank	12.5	40	23.5	21.5	39
Current Job position and description	Assistant private banking	Employee service desk: due to the technical changes you are always involved and need to think of new opportunities.	Businesses counselor	Assistant account manager in private banking:	Financial logistics: advising organizations how to go about with their money and risks that might occur.
Satisfied with job	Yes very much.	Yes very much, very diverse.	Yes very much so. But due to reorganization there is a lot of discomfort and uneasiness.	Yes very much. I do want to grow and do different things.	Life has ups and downs. But I am starting to go to work with a pleasant feeling.
Identity Rabobank and employee	It has become less in the past couple of years, mostly due to reorganization. The economical crisis has effected everyone, the bank watches every penny that is spent which makes the bank has less socially involved and less commercialized towards the clients and employees.	Yes, I am Rabobank. The Rrabobank is my only employer and always will be. Our identity is equal even when you change job positions and worked at different offices. Rabobank just becomes part of your daily life.	I find it important to identify yourself with the organization that you work for. It is not all about making money. You spend a lot more time at work then you do at home.	Yes, it has a great part of my heart. I do not like it if others talk bad about the bank when it is not true. In that case I will make sure that they will get their facts straight. I do think that we need to present and portray the identity more toward the clients as for the employee, to show them that we are different from other banks. Recently I have experienced less social connectives, which I do miss this needs to be strengthened.	For a long time I could identify myself with the Rabobank. But due to reorganization it became different. The social contact and the closeness with the employees has become less and at times it is missing, it has become a environment presenting the best but I would like to see more involvement socially with clients and employees.
What is CSR?	Keeping in mind to take care of others, by supporting people and the environment. It is not all about making profit, but to take care of others when they need you.	It is very broad. Being involved and helping people.	Being close to clients and environment, having and sharing an active role. To use your knowledge or using your contacts to help someone or something. And a small part is about sponsoring.	To understand others, do not stay with your own worries. Helping others in different expects, donating your old close, giving money to build houses in third world countries or even donating blood.	Being socially involved, volunteering.

Personally involved	Not really, I do however give children computer-class at school. And help elderly with internet-banking.	I have been a volunteer fireman for 40years, due to my age I had to stop. But I have always done it with great pleasure. I also organize, plan and participate in marathon walks.	I am a soccer coach and do things at school. This gives me great pleasure and satisfaction.	I help my children with sports and coach their teams. I volunteer in the government. Doing something for someone else gives you great pleasure.	I have been active for 40 years in a nature club. Where I protect bird eggs, replacing the nest were it is savor for their survival. Sportclub where I did a lot of management functions. I am very satisfied in doing this kind of jobs, it gives me great pleasure.
Importance of Rabobank and CSR	It is part of the banks culture, it is thus very important.	Yes, other banks are not active in CSR activities. The Rabobank is involved because it is in our culture and it is not for getting money out of it.	Yes, it is our policy which needs to be practiced, involvement in CSR is very important for the employee as for the society. As cooperation we need to be involved in the society.	Yes! Only giving money is not good, we actually help change the community. If you only give money, they will always want more. You actually need to be part of the society and the organization to be socially connected.	It is very important to be involved.
How does Rabobank want to be involved in CSR?	The banks policy is to be involved with the society, this varies from considering the use of materials like office space or office supplies, sponsoring, and even participating with projects such as <i>NL Doet!</i>	To be part of the society. Being a cooperation you need to be part of your surrounding environment.	I know that we do a lot in sponsoring and give a lot of attention to events. Rabobank needs to make a choice how they want to be involved with a well structured policy to show the community and the organization. I feel that the communication towards the employees and clients about our policy is not communicated well.		Getting close to the society. This has to be more, the communication about the ongoing CSR events and activities to employees and society could use some improvement. And the ongoing projects also need to improve. Management could for example attend to more local meetings.
Is Rabobank enough involved?	Yes, once a year for the employee is enough. Everyone has a lot of work to needs to be done. We also have a lot of employees that are part-timers which makes	It can be better and productive. This might be done by looking to your close environment, like for example sending flowers to an client or an organization	It needs to change and it can always be more. A lot of money is spent on sponsoring. To the outside world it is not clear what the policies and regulations are	Yes, it can always be more but we already do a lot. We support and are active in different things from supporting sports and events. And even small things like	Yes, I think we are. I was involved in the sponsor commission within the bank. This is communicated very well to the employees through the Local-web. But

	it hard to combine work and CSR activities. We are very active with sponsoring which is enough.	for their birthday.	for sponsoring and in what ways the Rabobank wants to be involved.	organizing tennis events.	it can always be more.
Can CSR be harmful towards the Rabobank?	No, it can never damage anyone. But we do hear clients complain about the amount of money that is spent on sponsored they would rather have their rent go up.	Yes, to use the wrong contacts with organizations that become bankrupt.	Yes, working together with an organization that is not suited might be harmful.	No I don't think so.	Sponsoring a project that is not good, it might be harmful. For example sponsoring cycling, they have been confronted with doping. Clients might see this event as a disaster.
Does CSR help to get in contact with the society?	No I don't think it does. The clients are interested in their money and nothing else.	Yes, it is very important to use your contact to get something. For example we having a new office which needs to be restyled, using our network we can not only get this done by keeping this connection and closeness going as it will also give us the image that we are there for the society in our environment.	Yes. If you see what happens in the surrounding environment you know that people talk about you. This might gain more clients.	Yes, creating a good network. Getting new clients and even new projects to be involved in. Networking is very important to CSR and of course to the bank.	It is very important, I personal use my contacts that I have created with my CSR activities for my work. And I am sure that the Rabobank also does this to get closer to the society. Networking is not only important for the business but also for your private life.
Importance of employees involved in CSR activities	It is important but you can't force employees to be involved in CSR activities. I do think that you need to have a person that wants to be involved.	It is important, but I do not feel the need anymore to be involved. I have been involved all my life. And I can not find the time anymore.	Very important. When working for this bank it is important that you are involved with CSR activities at all times, during working hours but also privately.	I find it very important, the bank has its policies and if you do not want to work with CSR activities I think you do not belong in this organization. This organization become what it is today from its heritage.	Yes, very important. Employees that work and live in an society should be involved not only through work but also personally. However this should not be forced, it should come from within.
How would you like to be involved as Employee?	<i>NL DOET!</i> Is enough. We are all really busy with our work and I can not image also combining CSR activities.	I really do not find the need to be involved through the bank. I find it important that every person finds a space and time of their own to be involved in CSR activities. The organization does not	Yes, I would like to see more. Everyone needs to be involved. But there needs to be some diversity it is only then that more employees will actively participate in these projects.	I do want to be involved. However it might help if the communication about CSR activities is strengthend and if the employees are asked what is desired. If these activities is offered	Everyone needs to decide for themselves if they want to be active in CSR activities. I do not think it should be held during work time. It needs to be inside of you in your own personal time.

		need to motivate the employees.		and spent during work time, employees will be more motivated to participate.	
Importance of being updated about CSR activities, is it enough?	Local-web is sufficient. We are really busy reading other things.	Local-web is sufficient. I read it everyday, so I am always updated.	Local-web is not enough. The communication to the employee is not made clear. The made choices in what projects the bank is involved in needs to be clearly communicated to the employees to get them involved. If it is presented to the employees on a regular basis, for example with annually or monthly meetings.	Very important, I frequently look at Local-web. But once in a while the bank needs to presents how and why the projects are chosen and how and what the goals are for the year.	Through local-web it is communicated very well. It could however be communicated more to the employee by for example presenting the CSR facts in a frequently held meetings. Keep the employees updated so that they can communicate this to the clients, family and friends.
Does Rabobank encourage you to be involved in CSR activities? Is it enough?	Yes, but I do not personally feel encouraged. I do think the bank is enough involved in different activities.	I do not know. I was always a volunteer in different things. But I do not really feel encouraged to participate in my work time as I find it important that your job has to be separated from your private life.	It is very important for the employee to be involved in CSR. <i>NL DOET!</i> is a good initiative but it is not enough. There needs to be more projects that encourage the employee to be involved. Most to all CSR projects ask a few employees to be participate which is a shame since not everyone is able to participate and usually the same employees are involved. Working for these projects needs to get the whole organization excited and not the minority.	Yes, <i>NL DOET!</i> And other projects. But more employees would be more encouraged if the information is well communicated and organized on the Local-web, it is at times unclear what the goals and aims are.	Yes. We have a lot of activities going on at the moment. But I think that it has to come from within the employee and it should not have to be encouraged by the employer, as it should also be spend in your own time and not during work time; the amount of work will only be pilling up.

	Employee 11	Employee 12	Employee 13	Employee 14	Employee 15
Interview duration	00:36:40	00:42:00	00:47:04	00:34:50	00:43:19
Age:	41	44	28	48	35
Sex:	Male	Male	Female	Female	Male
Years worked at Rabobank	16	13	2	15	13
Current Job position and description	Account manager: advising big organization	Insurance: advising people about the best insurance.	Adviser sales and service: giving advise to clients.	Particular management: everything that has to do with clients.	Internal account manager: investigate organization to how to advise them.
Satisfied with job	Yes. It is very diverse I have an office and go out to clients.	Yes, going to clients and working at the office. The clients are always different which makes my job different as well.	Yes but I need to change. I am working on promotion.	Yes, very much so. I have just been working in this position in the last 3 years. But since it is very divers I can always do something different which is a lot of fun.	Yes it is very divers.
Identity Rabobank and employee	Yes, it has become less though through the reorganization. A more business environment has been created, I miss the social aspects and the freedom that we used to have. But I do think it is important that everyone knows and follows the roles and policies. I find it important that we as bank are there for the clients, not only to financially benefit the environment but also by being socially involved.	Yes. I would not be working here if I would not be able to identify myself with an organization. This bank is not all about making money, we work for the people, clients, and the environment, the clients deserve the best service there is. Clients are very important for the bank. Whereby the social aspect is an very important aspect.	Yes. I find it important that it is a cooperation and that the bank is involved and close to its society. Being local and active is very important to me.	Yes. The social contact is very important to me, thinking of others and working with others is important.	Yes, there is a certain culture that I really like. A certain kind of person works for this bank, with a certain character trait, being open and willing to help others. I can really identify myself with these traits. And I like the overall involvement of organization and employee with society and with each other.
What is CSR?	Don't only look at the short run. Look at the people around you on the long run, the future. It is important to enjoy the environment, as you need to	How can you use your identity? By being involved in a society, not only in sports but also by helping others and knowing your society, knowing the people	Being involved, active, and showing your local involvement by being social and helping others. Knowing the social needs and norms of the organizations.	Being involved, being their for the clients. Being active in the society.	For an organization you need to make a profit but also being their for the society. Being part and being there for clients and enterprises.

	take care of it, as for the people living in the society. For organizations it is important to put a product on the market that is good for the people which shows their social connectiveness.	that is my definition of CSR.			
Personally involved	I follow the roles, I raise my kids with values and norms. At the soccer club I did several management roles, sponsoring and financial adviseur. I also help-out at school, cleaning the classrooms. I separate my trash, which I find very important, thinking of the environment and the future.	Every once in a while I help out at the hospital and I feel very satisfied and happy about doing something for others.	No, I am very busy finishing school and working. I would love to be involved but I can not find the time.	No, not really.	Once in a while I help at school. Doing sportdays or helping to cook. It gives me a lot of pleasure and I find it important to be involved with the school of my children. This network is very good.
Importance of Rabobank and CSR	Yes it is important only if it occurs in a truthful way. <i>NL DOET!</i> is a good initiative but I don't find it important	Yes. It is part of our policy, our identity. It is very important for this society.	Very important. Our identity needs to be realized and our society expects it from us. Being social gives us a good reputation.	As cooperation we are their for the clients. But it is very important. To show the society that the Rabobank is not just a bank.	It is important but you need to get come commerce out of it. For this bank it is very important because it is a small community, a small society that is very involved in everything.
How does Rabobank want to be involved in CSR?	By following the footsteps of our creators. We want to be involved and active in our society, being an important part of the society.	By not only having a financial position in the society but by being connected to the society and helping others.	Being local, involvement in the society and we need to be active in these requirements.	Getting close and being close to the society.	Getting involved with the society around them. Being a cooperation it is different for each local Rabobank. This bank (waterland) is very close to its community and society.
Is Rabobank enough involved?	Yes, sometimes I think it is a bit much. I work daily with CSR activities. Using plastic cups to drink my coffee, not printing paper when not	No, it can always be more. There are a lot of projects that are active at the moment and it is not clearly demonstrated to employees	It can always be more. This bank is for example not involved with at students with the age of 10-25. Children are our future, we	Yes. I see a lot of project and activities that are running at the moment. But really do not find the need to be involved myself.	I can not really judge but I do think they are involved but I can not say if it is enough. I am however interested in

	needed, I can go on for hours.	as to the clients that the Rabobank is part of these project. There needs to be a creative way of making sure that people recognize us. The marketing strategies need to be more active and creative.	need to specialize more attention to them. Going to school and giving financial advice might influence their perception.		the effects of the CSR activities this might motivate me to be more active within the bank.
Can CSR be harmful towards the Rabobank?	If a person is involved with CSR activities just to be involved might be harmful. The person might not be doing it out of social aspects maybe more out of self interest. I can not think of any other reason how it can be harmful. There are always people that do not agree with involvement, but I think that the majority of the people is satisfied with CSR activities and they see the importance.	It is essential to see in what kinds of projects you get involved in. A prior organization investigation is very important before you get involved.	Being involved in the correct and positive projects and activities wouldn't be harmful. But you really need to communicate and investigate everything before getting involved.	You really need to be careful in what kinds of activities and projects that you get involved in. Rules and regulations need to be well ordered to suppress conflicts.	It all depend on the projects that you are investing or active in. Religious or political views might be harmful. You need to have your standard and rules straight before getting involved in these kinds of projects.
Does CSR help to get in contact with the society?	Yes, it certainly does. Getting in contact with people that want to organize something allows you to get in contact with different parts of the society. Networking is very important and might help financially.	Networking is very important with clients, friends or family. It is very important to keep in contact with these people not only for personal interest but also for the social network of the bank.	Yes. Networking is very important. Getting close to the clients and society. Clients is what we stand for and a important aspect that we always need to improve in. Communication is very important.	It is important for the society, the people and friends and family to build a new network. Getting familiar with other parts of the societies.	Networking is very important, getting close to your society and parts of the society that you would not otherwise get close to.
Importance of employees involved in CSR activities	It is important, but employees that work for the Rabobank need to be personally involved not only by being involved when it is during work time. Why	Employees should only be involved if they want to. It needs to be part of your own identity and if you don't participate in your private life I don't think that you are	It is important to see and get involved in different social groups in your society. You can learn a lot by learning an knowing something about a different groups in the	I find it to be very important. We can not only be focusing on the financial benefits. However I do think that the bank needs to understand that the employee also has a	It is very important to be involved in CSR activities for an employee. You are not only involved with the society but you are also able to get close to your colleges.

	shouldn't you be actively be involved on your day off?	at home in this organization.	society. This might also help to get in contact with existing and new clients.	private life that they need to attend to which needs to be respected. But it is very important for the employee to be active since it is part of our identity.	This form of working and contact is very different, getting to know people on different levels as this is very important for the development of the working styles.
How would you like to be involved as Employee?	You need to be personally involved to be part of this bank. However the bank does not need to force or persuade the employee to be socially involved. As an employee of the Rabobank you need to be involved privately and work related.	It needs to be part of your identity. You can not force people to participate in activities that they do not want to. But working for this organization you need to be privately involved in some form. I do not think participation should be in working hours. I would rather go on a Saturday to do CSR activities than in work time.	The CSR projects that we are engaged in at the moment are very important, doing something for the society. Participating in the activities that are possible now are effective and enough. It shouldn't matter if participation is in working hours or your free time.	There are a lot of activities that are very good at this moment. I don't think I should participate in these projects because I am just to busy with work and my personal life. I will only participate in projects and activities that I find interesting which also improves the society. I really do not mind if this is during working hours or in my own time even on a Saturday or Sunday. I do think that their needs to be more diversity in the CSR projects. This might get more response and participation from the employee.	I really like the CSR projects that we are engaged with <i>NL DOET!</i> but more diversity and creativity wouldn't hurt.
Importance of being updated about CSR activities, is it enough?	It is important that employees are updated about CSR activities. Knowing how involved the bank is within the society is important not only to tell your friends and family but also for the clients. As it helps to expand your networking.	Very important, I have close contact with clients and I need to communicate with the clients. Local-web is an important source of information, but it is not enough. However I can not think of any other way that this information can be communicated to the	Local-web is an important form of communication, but there should be more. I personally do not see or experience much of the CSR activities that are running. I would like to know more about the local activities and what and how we decided to take part in these projects.	The most sufficient form is the Local-web. However the communication needs to be more effective. Employees are usually not up to date what new CSR activities are running or how others ended. I do however believe that we are enough involved such as <i>NL DOET!</i> as there are many	It is important. I read local-web on a daily basis, it is a very important medium for this bank. Especially when you have a lot to do with clients. But I do think that the activities could be communicated better. There needs to be a list of events

	Local-web is an important source of communication as I always read the headlines to get updated. However the CSR plans and polices need to be made clear to all employees as for example presenting them in a monthly or yearly conference.	employee. Local-web needs to be updated and current at all times. Personally I believe having one medium is most sufficient. However I do miss a clear understanding of the CSR policies and running projects. This can be communicated at conferences. Budgets, outcomes and new projects can be discussed.	I am not sure what the policies are, this should also be made clear to all employees.	more projects.	and activities that are going to happen. It has to be made clear to everyone, employee, clients and society. As it should also be presented in our year reports since it is an important aspect of our identity.
Does Rabobank encourage you to be involved in CSR activities? Is it enough?	Yes. By knowing the policies, you know what the Rabobank stands for and wants. I do think the bank is enough involved and encourages the employee enough, can not think of any other way.	More or less. As I mentioned before I do not think that encouragement is needed, it has to be part of your personality. But the <i>NL DOET!</i> is an important aspect that might encourage people that are not involved.	No, it can always be more. But I do think that you need to be personally involved before you start to work for the bank. I can not think of any other way that the bank should encourage the employees to get more participation.	Not enough, employees need to be stimulated more. There needs to be more diversity and a creative way of communicating these activities. As clients also need to be more updated by our CSR activities.	It is an important aspect of our policy we need to think about it everyday when talking and thinking of clients. But communication needs to improve and efficiently.

	Employee 16	Employee 17	Employee 18	Employee 19	Employee 20
Interview duration	00:35:45	00:34:30	00:39:51	00:20:54	00:35:08
Age:	45	35	38	38	37
Sex:	Male	Female	Female	Male	Female
Years worked at Rabobank	20	12.5	15	12	12
Current Job position and description	Communication management: managing the internal and external communication.	Coordinator clients and contact: keeping in touch with the clients and financially advising them.	Marketing communications: looking at how the society changes.	ICT: I check if all the systems work and keep working.	Retail: making sure that everything goes as it should be. Keeping a close watch on the statistics.
Satisfied with job	Yes, very satisfied. I see myself growing with each position that I have had.	Yes, I am very satisfied with my job and go to work with great pleasure. I like doing what I am good at.	Yes, always worked with great pleasure and I always have something new to do.	Yes. If I didn't I wouldn't be working here anymore.	Yes, I really enjoy the diversity. I am able to work with clients but I also work a lot by my self in my office, I need to be satisfied with different environments.
Identity Rabobank and employee	I find it important to be able to identify yourself with your work, it is after all a place where you spend 40hours a week, more than you spend at home. I find it important that the Rabobank spends time and money to improve the society, this is either being through financial aid or through social support. Coming close to your society is important.	I can say that I can really identify myself with the Rabobank. This is through the service that the Rabobank provides which strive for the best, professionalism, and want to create a positive reputation and imago. And I find it very important that the Rabobank is involved with the surrounding environment.	Yes, I grew up in the neighborhood and I was involved with the Rabobank from a young age. Being involved in the community is great. Making a better place for everyone.	I can say that I can identify myself with the Rabobank for it is very good with its employees and clients.	The combination of diversity and the closeness with the society is very important to me. The Rabobank is one of the closest banks that I know to its employees, its society and clients.
What is CSR?	To be involved in your society, by taking care of the environment, actively support your values and norms.	Being active in your surrounding environment. Being social to others, like your co-workers or your neighbours.	Involved in making a better live able society, where everyone can and wants to communicate with one another. Providing green, the environment is also very important.	Closeness, being involved and looking out for the environment and other people. Do not only look at your own desires.	Being close to the society, willing to do things for others, being there for others. This can be in any form, giving money or doing the dishes for the elderly for example.

Does CSR help to get in contact with the society?	Yes, but in our head working is there important and certainly close to you or solve this through a time with a friend, family and even clients	People need someone helping to reach out and helping skills can get in contact with them. The CSR activities need to be	Yes, not at King's tennis club. When an activity is behind door but a good help your garbage park and society means you're more involved with	Not really, but it might combine guests in my personal life with clients. Can not think of anything.	Yes, the society will see how elderly are involved and give them great days by going on walks with them or listening to their stories.
Importance of Rabobank and CSR	It might be important that the Rabobank is involved with CSR what we have to get closer to the society and to look out	Very important definitely using newspapers that the Rabobank does not do I think about making profits about it.	Very important it will in turn allow people to get to know your better environment close to you by helping and	It is important that the bank is involved with the environment as it is their identity and personal treats.	It is very important to our society that the Rabobank is involved since that is our policy. You can not be
Importance of employees involved in CSR activities	For the great is part of our identity also trying to make.	It is important that all employees know about all	Supporting that the community. employees need to know	It is important but once to twice a year is enough. It is	Very important. Working for identification that is
How does Rabobank want to be involved in CSR?	Keeping it that it is going, this is how with the society started.	CSR activities to the <i>DOET!</i> is a good initiative and it gets a lot of employees with the people around you needs to be given a change to participate and there needs to be more	What Rabobank does is not only for us but for the society. They want to create a closeness with the people in their surrounding environment.	That the society of us is your work and sees them as an important part of the society and environment.	Established by the Society. It is not only fair that we can help or support or going helping out for a day.
Is Rabobank enough involved?	There is always so much an organization can do, but I believe that there is more. The communication, internal and external, about the CSR policies need to be made clear, only then will it be	Diversity always be more. They need to find a way to be able to listen to our ideas. I don't think they do that you would never think you employees don't know	It can always be more. But I think that they are doing a good job. We participate and sponsor a lot of activities and events.	Yes, we do a lot of sponsoring and we are involved in <i>NL DOET!</i> which is one or two days a year. It is hard to combine work and these activities, it is therefore enough if it	No, we need to really form a team and be more involved with the CSR activities. It can never be enough.
How would you like to be involved as Employee?	Not think that you need to be personally involved. If you are not involved personally why would you want to participate in	Anything about the budget or plans that are made. As a member of the CSR activities, had to go to work and being a	There need to be more diversity in the chosen CSR activities. This might encourage employees to participate. <i>NL DOET!</i> is not	<i>NL DOET!</i> is just fine. I further do not see the importance of it. Once a year is just fine.	I am already involved but I would like to be more involved as I find it very relaxing and motivating myself in my work. I would
Can CSR be harmful towards the Rabobank?	Activities that the Rabobank is involved in religiously or politically involved might be harmful for Rabobank, it is therefore important to have a set policy that explains acts	In general how but if you are involved in politics and especially when you work for the Rabobank I think Rabobank is not a good idea to show to the participants.	might there needs to be in variations that are not good for the bank. Or even when not informing the clients and employees how the money is spent.	No, I don't think CSR can be harmful in anyway.	Yes, to have more diversity in the projects offered might damage the reputation of this Rabobank. We need to watch out with religion and politics. And inform the employees and the clients
Importance of being updated about CSR activities, is it enough?	It is very important for the employees to know about the CSR activities. Local-web is	It is important for the employees to be updated. I read the Local-web daily.	I want to be updated. Local web is where I get the information from right now	No, I read the local-web and that seems to be sufficient.	updates in my own hand but it is a good idea to

	<p>an important medium that gives us enough updates about the ongoing activities. I can not think of any other medium that might be useful for everyone.</p>	<p>But <i>NL DOET!</i> needs to be promoted more, people need to know what it is and why the Rabobank is participating and the importance of the participation of the employees.</p>	<p>but it does not seem to be enough. There needs to be some other form to inform the employees about the budget and the ongoing activities. For example presenting a yearly plan where the budget is presented and new or ongoing projects. It might also be an idea to have an idea box where employees can give their input about certain ongoing projects.</p>		<p>be enough. I have no idea how this should be done.</p>
<p>Does Rabobank encourage you to be involved in CSR activities? Is it enough?</p>	<p>Yes. But I don't think that the bank needs to keep encouraging us. It should be part of your nature and especially when you work for this bank.</p>	<p>Not enough, all the projects need to be promoted more to the employees. When this is reached the employees might be willing to participate in the CSR projects.</p>	<p>Not enough. Once a year with <i>NL DOET!</i> I want to hear more about on going projects. It is then that I will be able to be involved in them.</p>	<p>Yes, we are asked to participate in <i>NL DOET!</i> on a yearly basis and I think that is enough.</p>	<p>It can always be more. There are certain projects that we as employees know about but if they present all the information to us on a regular basis we will be able to participate more.</p>

4. Interview table 2

	Employee 1	Employee 2	Employee 3	Employee 4
Interview duration	00:42:25	00:57:43	00:58:22	00:46:55
Age:	47	30	25	53
Sex:	Female	Male	Female	Male
Years worked at Rabobank	27	6	4	6
Current Job position and description	Management secretariat: planning and managing the agendas and events for management team	Team leader sales and services: I lead these groups but it is very divers.	Project leader: leading projects	General manager: to coordinate and lead the entire bank.
Satisfied with job	It is always divers, there are always changes, different teams of people.	I just started this function but enjoy it very much.	Yes very much.	I work with great satisfaction in this function and gives me a lot of pleasure.
Identity Rabobank and employee	The Rabobank is very warm, the closeness with the society. This is also because I live close by and feel that the society and I are one. The identity is very important to me, I can really find myself in their principles.	Yes it is important but I think you need to be able to separate yourself from the bank as well. I find it important that the bank is a cooperation.	The atmosphere, a family culture and the way that people are involved with each other but also with the society are important aspects of this organization. People are our most important aspect and we cherish them in all aspects. It is important that this bank is a corporation. Being a corporation allows us to be involved and to get close to the society. It is very hard to distinguish your personal life and your working life, you need to be proud to be part of the Rabobank and I can assure you that I am.	The Rabobank stands very close to its society whereby the employees feel as if they are part of a family. I find that very intriguing. However it does also take longer since everyone is allowed to take part in discussions.
What is CSR?	Being involved with the society. It needs to start in your close environment, your neighbors, school or sport clubs. You need to be able to make a pleasant environment, working together to make a better place. Money is not the only way, working together is also a way.	Always communicate and work with set rules and regulations, being socially involved and not looking at what the money aspects are. Being environmentally aware.	Being involved in the society that you live and work in, especially being locally involved. I really enjoyed <i>De dag van de dialoog</i> because you get in contact with people that you would not get in contact with even if it is in your own society. This was a real eye opener. CSR for me is really to help people and not only financially.	CSR for me has to do with leading an organization or enterprise that spends a lot of attention and responsibility for the environment and our fellow people. Our clients can see that the Rabobank keeps on being involved in the society. Compared to other banks we are more established in the CSR activities. We support these activities through men power

				and through other means.
Personally involved	Yes, as an important and contact person within the bank for the CSR activities, I need to be involved. I visit all the activities that we are involved in and this is also in the weekend or after working hours.	I am aware and act on the environment. I help people write speeches for their wedding. It gives me great pleasure to do something for someone else.	Through the bank I am really involved in different projects. From visiting events in the city to going to the elderly. And I most say that I really enjoy doing it.	Yes, having my position I need to be involved. I am responsible for the relationship with the CSR activities and events, the organizations or people that we work together with. I am active in the members council, member of the Rotoryclub, and member of a 'stuurgroep' for projects that we support.
Importance of Rabobank and CSR	Yes, it is our motto, we exist because of the CSR. It is part of our identity. We need to distinguish ourselves with other banks, it is part of our genes.	Yes, it is part of the identity of the Rabobank so yes it is important, we need to support our imago and reputation. But it should not be a must it should come freely. It is more or less expected for us in our community.	Very important, it is part of our identity. We are working hard of being part of this community and society and you can feel the warmth that you get from people around you.	Very important, this is how we can differentiate us from other banks. Which also shows that our purpose is not to make profit. We especially support activities that are directed and are for the youth, social weak groups (handicap). When we donate or sponsor money we take note if these organizations are involved in responsible CSR activities.
How does Rabobank want to be involved in CSR?	It is not all about giving money. We want to get close to the society by using our services, like our website or our offices. Sponsoring is of course another part of being CSR involved but it is not our major requirement and aspect.	Being involved in the community, not only giving money to the activities but also the participation of people is very important for the representation for the Rabobank.	In different aspects, not only by giving money but also by being involved in different parts of the society.	The Rabobank wants to be an example bank in the society by involving its members with her administration. Our co-workers are involved in many CSR networks and we reserve a part of our profit for local social initiatives.
Is Rabobank enough involved?	It can always be more, the Rabobank is involved but it always comes forward from the same amount of people. I would really like all employees to be involved. But it is very hard to encourage them, we do have a lot of projects and activities running at the	Yes, you can find the Rabobank in different sections of the community from sports to planting trees or even walking with the elderly.	No, it can always be more. The projects that we are involved in at the moment are not enough. Locally it is very hard for young adults, that just finished school or university, to get a job or to find a house. It is thus very important to start something for these young	It can always be more. It is a challenge to communicate to the society how we want to be involved and how we are involved at the moment. Annually we distinguish the goals and budgets, this is also communicated to the employees.

	moment.		adults as they are our future. There are a lot of projects that other Rabobanks participate in which would also be a success in our society. I believe that we need to get started with these projects and get employees involved in these projects.	Till now different organizations have been coming to us for help, every once in a while we open our scope, using our network, to help out in different sections of this society.
Can CSR damage the Rabobank?	Dilemmas like religion and politics are critical. We have set rules and regulations. We do not look at religion but we see them as monumental buildings that we sponsor once every 5 years. I do have an example, we are sponsoring a historical musical theatre, however half of the community is for this musical theatre and half is not. I have already gotten some complaining phone calls from the citizens. Luckily we have not seen any damage yet.	Spending too much money on CSR activities might cause problems. The bank needs to be financially stable to take part in CSR activities. Good communication to employees and clients can also save your reputation.	You always need to be sure where you get involved in and how. The Rabobank wants to be involved in different sections and it is hard to distinguish the good and bad project. It is thus important to distinguish project and have set rules and policies. You need to have good publicity and word of mouth. In this society we are well positioned and have a good reputation.	Not too long ago we were published negatively in the newspaper due to a group which our cooperation commission had to decline. This commission consists of people who do not work for the bank, they are all members or clients. It is thus very important to investigate in which parties you want to invest in and have your policy straight for everyone.
Does CSR help to get in contact with the society?	It certainly does. We see that the CSR activities improve the communication in the society. <i>De dag van de dialoog</i> is one of these initiatives that offers the opportunity to get in contact with people that you would not talk to on a daily basis. Networking is an important part of the CSR activities.	Creating a bigger network is important for a bank, not only to get closer to the society but also financially. New financial opportunities are always a plus. Networking is one of the most important forms of media to get in touch with different parts of the society.	CSR is really important to get involved and in contact with the society. We need to use our network to get and be more involved. So our contacts can help us with CSR activities.	Yes it certainly does help. Lots of people know that we are socially active. We frequently use our contacts, network to get new projects that we can support.
Importance of employees involved in CSR activities	It is very important for the employee to be involved in CSR activities, you notice that people are happier, not only as an individual but also in the working	I find it very important that employees are involved in CSR activities but it needs to come from within, the bank does not need to encourage the employee to	It is very important for me that the employee is involved in CSR activities. It is part of our identity and since we are locally based we need to get close to our society.	It is very important. It is difficult though to oblige the involvement in CSR activities. We would rather positively stimulate these activities to get the employee engaged in

	environment.	participate. There are always people that will only participate in CSR activities during work time and there are people that wont. It is very hard to make a decision. But if you want to get everyone involved it might be the best solution to provide work time to participate in these activities.		these activities than forcing them to be involved in the CSR activities.
How would you like to be involved as Employee?	Of course I am already involved, but I would really like everyone to be actively involved especially since it is our identity that needs to be represented.	I think that if there is more creativity and diversity more employees will be willing to spend more time in CSR activities, but it should not be more than 4times a year or so. You should not create an overkill, keeping the employee motivated and interested with new projects is important. And I know that it has been scientifically proven that it improves the drive of the employee, the colleges bond and the working environment. So it is very important to be actively involved in CSR activities.	The employees need to be free to participate in projects that are running. I understand that the bank can not be closed but you can really see that it is always the same employee that is involved. A creative way needs to be found to get everyone involved or the bank needs to acquire every employee to be involved in x number of times a year.	We try to give the employee the choice to participate freely in CSR activities but also give them a change to do it during working hours. Both are very important, being part of this bank you know that you need to be involved in some kind of way. During work time it is important because you create a bond with your work and colleges. Annually we participate as group in <i>NL DOET!</i> which always books a lot of success amongst the employees.
Importance of being updated about CSR activities, is it enough?	It is very hard to give the employees updates, we are actively posting the activities through the Local-web and we announce new projects when we need assistance and participation. But it is very hard to find a creative way of trying to involve employees to participate.	It is very important. Through Local-web a lot of information is shared. I would like to be presented why and how projects are chosen. Even I still have difficulty understanding the roles and regulations, it is very complicated and I understand that others might understand even less. It is still very abstract.	Local-web is very updated. It has just been renewed. For me it is very clear and gives a lot of information about how and where we were involved. However I do think that we need to share our successes more with each other, in conferences or a creative way of giving this information to the employee.	It is very important to get the family feeling, to be proud of an organization where you work. It also helps us get more clients but it is certainly not or first and only goal. It can always be better, we have just reorganized our Local-web which allows the employees to see the CSR activities more.
Does Rabobank encourage you to be involved in CSR activities? Is it	It needs to be more. I would really like to know other ways that might	Yes, we are asked to participate in all CSR activities. And we drink out	They do, but it can be more. It is part of our identity and I really feel	We present the employees with new projects and activities on a regular

<p>enough?</p>	<p>be possible. We do keep them updated but I presume this might not be enough. I hope these interviews will give some insight and ideas what the employees think and want.</p>	<p>of plastic cups, use recycled paper. But it can always be more. I am very active but there are a lot of people that aren't. I think this is has to do with the fact that it is not communicated well with the employee and there is not a lot of diversity in the projects. At the moment I am missing how the bank involves CSR activities on a daily basis in every work position. I would really like to see that happen, and I know that this will take a lot of time and planning. It might be possible for every section of the organization to think of their own ways to combine CSR activities and their work activities.</p>	<p>that not every employee is involved and I really think they should be. Through Local-web and mail we are asked to participate in different projects running but there is so much more to get the employees involved. Get them excited to work for such a good organization.</p>	<p>basis, whereby budgets and policies are also presented. We also mention and give them the opportunity to be active in this field. It is not enough because we have not found any progress that we want to see.</p>
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5. Data analysis

Gender	Age	Work	Years	N	
Female	18-30	Nijkerk	1-5	2	
			6-10	1	
		Utrechtse Heuvelrug	1-5	5	
			6-10	1	
		Sneek	1-5	1	
		31-40	Nijkerk	6-10	1
				11-15	4
				16-20	1
	Utrechtse Heuvelrug		1-5	4	
			11-15	2	
			16-20	1	
	Sneek		6-10	1	
			11-15	2	
			16-20	2	
	41-50	Nijkerk	11-15	1	
			16-20	1	
			21-25	1	
			26-30	2	
		Utrechtse Heuvelrug	6-10	2	
			11-15	1	
			16-20	2	
		Sneek	6-10	1	
			16-20	1	
			26-30	1	
50-61	Nijkerk	6-10	1		
		11-15	2		
		31-35	1		
	Utrechtse Heuvelrug	1-5	2		

Gender	Age	Work	Years	N		
Man	18-30	Nijkerk	6-10	1		
			Utrechtse Heuvelrug	1-5	3	
		Utrechtse Heuvelrug	6-10	1		
			Sneek	0.6	1	
		Sneek	1-5	3		
			31-40	Nijkerk	1-5	1
		6-10			3	
		11-15			2	
		Utrechtse Heuvelrug		1-5	2	
	6-10			1		
	11-15			1		
	Sneek	1-5	1			
		11-15	2			
		41-50	Nijkerk	11-15	1	
	26-30			1		
	Utrechtse Heuvelrug		1-5	2		
			6-10	1		
			11-15	3		
			16-20	1		
	Sneek		21-25	1		
			26-30	2		
			50-61	Nijkerk	11-15	1
					31-35	1
	Utrechtse Heuvelrug	6-10		1		
		16-20		2		
		31-35		3		
		36-40		1		
	Sneek	31-35	3			
36-40		1				

5. Data analysis

Table 5.1: Overall Descriptives CSR questions

	M	SD	Cronbach's Alpha if Item Deleted
CSR1	2,67	1,19	0,84
CSR2	2,67	1,19	0,84
CSR3	2,91	1,01	0,82
CSR4	2,93	1,10	0,81
CSR5	3,02	1,15	0,82
CSR6	2,72	1,04	0,82
CSR7	2,99	1,19	0,83
CSR8	3,00	1,16	0,83
CSR9	3,39	1,11	0,85
CSR10	3,85	1,18	0,85

Table 5.2: Overall Descriptives CSEV questions

	M	SD	Cronbach's Alpha if Item Deleted
CSEV1	2.83	1.35	0,90
CSEV2	2.81	1.01	0,90
CSEV3	3.27	1.53	0,90
CSEV4	2.99	1.31	0,89
CSEV5	2.94	1.14	0,90
CSEV6	3.22	1.32	0,89
CSEV7	3.09	1.24	0,89
CSEV8	3.72	1.31	0,89
CSEV9	3.67	1.47	0,89
CSEV10	3.74	1.48	0,90
CSEV11	3.53	1.42	0,89
CSEV12	2.81	1.176	,899
CSEV13	3.28	1.371	,896
CSEV14	3.99	1.395	,899
CSEV15	4.11	1.589	,903
CSEV16	3.65	1.397	,896

Table 5.3: Overall Descriptives affective commitment questions

	M	SD	Cronbach's Alpha if Item Deleted
A1	2.63	0.95	0,75
A2	3.40	1.13	0,83
A3	2.62	0.85	0,78
A4	2.14	0.88	0,77
A5	2.73	1.07	0,78
A6	2.26	0.87	0,82

Table 5.4: Overall Descriptives Normative commitment questions

	M	SD	Cronbach's Alpha if Item Deleted
N1	5.04	1.565	0,70
N2	3.56	1.463	0,66
N3	4.54	1.464	0,67
N4	3.88	1.436	0,62
N5	2.91	1.084	0,75

Table 5.5: Overall Descriptives Continuance commitment questions

	M	SD	Cronbach's Alpha if Item Deleted
C1	3.26	1.34	0,84
C2	3.95	1.54	0,78
C3	3.93	1.66	0,80
C4	3.47	1.58	0,79
C5	3.59	1.73	0,80

Sobel test:

Affective commitment

	Test Statistic	Std. Error	P-value
Sobel test	3.15	0.05	0.0016
Aroian test	3.12	0.05	0.0018
Goodman test	3.18	0.05	0.0015

Normative commitment

	Test Statistic	Std. Error	P-value
Sobel test	3.32	0.05	0.00086
Aroian test	3.30	0.06	0.00095
Goodman test	3.35	0.05	0.00078
