

‘To what extent can motives of those executing CSR to engage in CSR be influenced by those introducing CSR?’

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Abstract:

Nowadays, organizations are constantly trying to position themselves on the market with a focus on corporate social responsibility. In order to position an organization successfully, it is necessary to influence employees executing CSR to comply with organizational motives of introducing CSR. From existing literature it became clear that there are two motives for employees to engage in CSR, extrinsic motives and intrinsic motives. Moreover, a distinction is made between three sub motives when it comes to extrinsic motives: instrumental motives, relational motives and moral motives. Therefore, this research hypothesized that unmotivated employees (X-employees) can become motivated employees (Y-employees) with a combination of organizational influences and employee motives. After collecting data via a questionnaire and an interview at J. P. Morgan Chase & Co, analysis showed the collected data to be reliable. Moreover, a regression analysis provided significant proof for intrinsic motives to be the motivator for employees to engage in CSR. However, exploring an interview with J. P. Morgan Chase & Co.’s CSR director made clear that J. P. Morgan Chase & Co aims to get employees to engage in CSR by stimulating relational motives. This resulted in rejecting the hypothesis of this research and opening a new window for future research.

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Keywords

Corporate social responsibility, employee motives, implementation, engagement, organizational influences.

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1. INTRODUCTION

Since the early 1950s, businesses started to concern about the responsibility of their business, when it comes to the results of the presence of their business, toward the outside world (Carroll, 1999). Both external as well as internal factors influence the extent of implementing corporate social responsibility into organizations (Turker, 2008). It is mainly societal stakeholders who demand much more from an organization than solely growth and being profitable (Yuan, Bao & Verbeke, 2011; Mackey, Mackey & Barney, 2005). Furthermore, organizations engaging in CSR are “*more capable of attracting, retaining, and motivating their internal stakeholders – the employees – enhancing their self-concept and giving rise to greater job satisfaction, organizational commitment, productivity as well as improving behavior towards colleagues*” (Lam & Khare, 2010, p. 3). Next to this, a survey done by Argenti & Forman (2002, p. 107) shows that “*69% of global CEOs believed that CSR was vital to company profitability*”. Thus, it can be said that not only CSR is important to implement for an organization, it is becoming a necessity.

Following the implementation of corporate social responsibility (CSR), organizations expect to see a shift in behavior when it comes to their employees’ commitment and efforts to comply with the CSR implementation (Maon, Lindgreen & Swaen, 2009). Currently, however, businesses face great challenges when it comes to implementing CSR initiatives into their organizations (Yuan et al., 2011). This is partially because the focus within research in the past has lied on the environmental aspects of organizations’ responsibilities (Branco & Rodrigues, 2006). Because of this, sectors, which do not impact the environment or barely impact the environment, have caused an “*inexistence of studies on social responsibility disclosure practices*” (Branco et al., 2006, p. 232) and thus have not been researched yet. One of these sectors with little environmental impact – and thus little available scientific literature - is the banking and finance sector. Furthermore, much research has been done on CSR in the past (e.g. Carroll, 1999; McWilliams & Siegel, 2001; Mohr, Webb & Harris, 2001; Jackson & Hawker, 2001; Hennigfeld, Pohl & Tolhurst, 2006; Branco et al., 2006; Turker, 2008; Maon, et al., 2009). However, when it comes to research done on motives to engage in CSR, little current literature can be found.

As a consequence, there is currently no framework available that organizations in the banking and finance sector can build their CSR implementation foundation on when it comes to motivating their employees to comply by engaging in the organizations’ CSR implementations. Thus, with this research I will address this important gap in the existing organizational literature, as I will introduce a conceptual framework of CSR implementation, which will give a clear insight on how employee compliance during CSR implementation can be improved. Furthermore, I will examine CSR implementation on an individual (micro) as well as organizational level (meso). Due to the great challenges organizations are facing currently when implementing CSR initiatives into their organizations, I will close a relevant gap in existing literature by studying this topic. Furthermore I will provide hands-on knowledge in a field that has not been researched extensively yet. Since CSR implementation is a present-day topic, receiving more and more attention and becoming a higher necessity every day, decreasing the gap in literature will contribute to day-to-day CSR activities globally. More specifically, I will focus on the employees’ motives that result in changed behavior of employees when implementing

CSR into the organization they are employed with. These gaps in literature lead me to the following research question:

‘To what extent can motives of those executing CSR to engage in CSR be influenced by those introducing CSR?’

After reading the article ‘designing and implementing corporate social responsibility: an integrative framework grounded in theory and practice’ by Maon et al. (2009), I expect that CSR implementation is dependent on the alignment of employee motives and organizational motives; and therefore, this will have my main focus within this research. Thus, I hypothesize that positive organizational influences on employees will align employee motives with the organizational motives and thus will improve CSR implementation.

Before starting off with the data collection for this research, I will do a literature study in which I give a list of self-derived definitions, I will research how CSR can be implemented successfully, what kind of motives employees have to engage in CSR and I will research what kind of incentives firms can use to achieve alignment between employee behavior and organizational motives. Following this literature study, I will set up a methodology in which I will discuss how I will collect data and how I will analyze this data; data will be collected in a qualitative manner. Furthermore, I will conduct an interview and do a questionnaire at J. P. Morgan Chase & Co in order to obtain hands-on knowledge. I will follow the collection of data with a thorough analysis and will end my research by giving a recommendation towards organizations that are willing to implement CSR; this recommendation will be based on my conclusion, in which I answer my research question.

2. LITERATURE REVIEW

In order to understand the structure of the upcoming literature of this research, I have designed “diagram 1” as visualization of this structure. The diagram shows a CSR implementation model, containing a weak link that will be researched during this study. This diagram has been derived from J. P. Morgan Chase & Co (JPM) current implementation of CSR (JPMorgan-2, 2016).

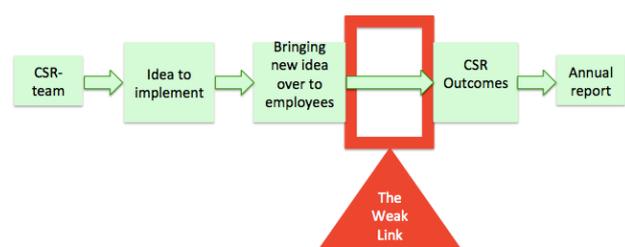


Diagram 1. CSR implementation visualization.

The diagram above portrays a CSR implementation design, consisting of five areas of focus: CSR-team, implementation, communication, results and ‘the weak link’. These five areas of focus are divided into ‘the CSR implementation chain’ and ‘the weak link’. The CSR implementation chain consists of a means to implement CSR from an organizational perspective (those introducing CSR), whereas ‘the weak link’ consists of a weak link – or a missing part – within the CSR implementation chain. ‘The weak link’ is what will be filled in as a result of this literature research and will be tested via a field study.

Firstly, I will be focusing on the CSR implementation chain during this research, in order to create a better

understanding of implementing CSR. The first part of the CSR implementation chain is ‘CSR-team’; as a CSR team is responsible for introducing CSR initiatives. This includes the second part of the CSR implementation chain: coming up with new CSR initiatives to implement within the organization. At that point in time employees are still unaware of this new initiative and the need for implementing this initiative. Therefore, part three of the CSR implementation model is: communication of the new initiative to the employees of the organization. At this point in time those who introduce CSR have done their part and expect those executing CSR to do their part as well. This would mean that certain CSR outcomes, either positive or negative, could be expected. This can be seen in the fourth part of the CSR model: ‘CSR outcomes’. The final step of the CSR implementation chain is the annual report, in which can be found whether the CSR implementation has been successful or unsuccessful.

In order to successfully answer the research question, sub-questions must be answered first. These sub-questions are derived from a combination between the research question and the visualization diagram as followed.

- (1) Firstly, as the main part of the research is done in order to discover how to influence those executing CSR to be more motivated to engage in CSR, it is important to understand how CSR is generally successfully implemented. This results in the first sub-question: *‘how can CSR be implemented successfully?’*
- (2) Secondly, as ‘the weak link’ is based between ‘employee awareness’ and ‘CSR outcomes’, it is important to understand what happens within this ‘weak link’. Since this research is concerned about employee motivation when it comes to engaging in CSR, the second sub-question is: *‘what kind of motives do employees have to engage in CSR?’*
- (3) Finally, this research tries to find a relationship between motives of those executing CSR (employees) and those introducing CSR (CSR-team). Because of this, it is important to understand what organizational influences those introducing CSR can use in order to align the behavior of those executing CSR to the organizational motives of implementing CSR initiatives. This results in the third sub-question: *‘what kind of organizational influences can CSR-teams use to align employee behavior to the organizational motives of implementing CSR initiatives?’*

This has resulted in a literature review structure consisting of answering these three sub-questions. The sub-questions will help answer the research question and will help to provide a basic understanding of the subject before commencing with data collection on the field.

2.1 How can CSR be implemented successfully?

The first sub-question that must be answered in order to answer the research question is *‘How can CSR be implemented successfully?’* Before this question is answered, a short introduction will be given on why corporate social responsibility is important for an organization.

In recent years customers, stakeholders and investors have shown an interest in CSR within organizations (Mackey et al., 2005). These external factors could often be a reason for

Key definitions:

The following definitions will be used for the key concept used in this paper. All definitions are retrieved from the definitions, which can be found in Appendix A.

Corporate social responsibility: ‘CSR is a stakeholder-oriented concept that extends beyond the organization’s interests and is driven by an ethical understanding of the organization’s responsibility for the impact of its business activities, not only in economic terms, but also in the social and environmental sphere’.

Implementation: ‘the process of putting a specified set of activities, designed to put into practice, into effect’.

Communication: ‘a two-way process of reaching mutual understanding, in which participants share information within and across various contexts, cultures, channels and media’.

Compliance: ‘certification or confirmation that the doer of an action meets the requirements of accepted practices, legislation, prescribed rules and regulations, specified standards, or the terms of a contract’.

organizations to implement CSR within their daily processes. However, there are also several internal factors that can cause the interest of organizations to go towards CSR (Turker, 2008). These internal factors include the facts that organizations which adopt CSR are “*more capable of attracting, retaining, and motivating their internal stakeholders – the employees – enhancing their self-concept and giving rise to greater job satisfaction, organizational commitment, productivity as well as improving behavior towards colleagues*” (Lam et al., 2010, p. 3). Next to this, a survey done by Argenti et al. (2002, p. 107) shows that “*69% of global CEOs believed that CSR was vital to company profitability*”. Thus, it can be said that CSR is important to implement for an organization.

In order for CSR to be implemented successfully, according to Maon, et al. (2009), commitment and support from top management level is necessary. This goes hand in hand with the commitment and effort of the employees of the organization that is implementing CSR (Maon et al., 2009). Furthermore, a study done by Lam et al. (2010) introduces Human Resources (HR) into the world of CSR. Lam et al. (2010) state that when combining CSR and HR with one another, an organization will “*have the potential to foster an organization-wide CSR-oriented culture*” (Lam et al., 2010, p. 4). Next to this, they state that there are two approaches when it comes to CSR implementation: the top-down approach and the bottom-up approach (Lam et al., 2010). The top-down approach states that the philosophy, abilities and actions of leaders have impact on CSR implementation, whereas the bottom-up states that CSR is driven by employees who can provide valuable input on CSR by their knowledge about the organization (Lam et al., 2010).

2.2 What kind of motives do employees have to engage in CSR?

The second sub-question that must be answered in order to answer the research question is *‘What kind of motives do employees have to engage in CSR?’* This section will commence with a behavioral approach to change. This is because employees will be introduced to a new implementation, which they are expected to execute in their daily practices. Paired with this new implementation is behavioral change consisting of whether employees are motivated to engage with this new implementation or are not motivated to engage with this new implementation (Cameron and Green, 2012).

Introducing three motives that result in CSR engagement will follow this.

In their book – ‘making sense of change management’ - Cameron et al. (2012) bring up the book ‘The Human Side of Enterprise’ by McGregor (1960), who in his book described his Theory X and Theory Y, in order to provide an explanation on the behavioral approach to change. “*Theory X was built on the assumption that workers are not inherently motivated to work, seeing it as a necessary evil and therefore needing close supervision*” (Cameron et al., 2012, p. 26), “Theory Y stated that human beings generally have a need and a desire to work and, given the right environment, are more than willing to contribute to the organization’s success”. Furthermore, Cameron et al. (2012) mention Herzberg’s motivating factors (Herzberg, 1968), which – according to Cameron et al. – can motivate an employee to switch from being a Theory X employee to a Theory Y employee. These motivating factors consist of (1) Hygiene factors: Pay, company policy, quality of supervision, working relations, status, working conditions, and security; and (2) Motivators: achievement, recognition, responsibility, advancement, learning, and the type and nature of the work.

According to Ryan and Deci (2000), when it comes to individuals motivation “*the most basic distinction is made between intrinsic motivation, which refers to doing something because it is inherently interesting or enjoyable, and extrinsic motivation, which refers to doing something because it leads to a separable outcome*” (p.55). Adding to this, a study done by Aguilera, Rupp, Williams and Ganapathi (2006) shows the answer to this sections’ sub-question by providing three extrinsic outcomes for motives when it comes to engaging in CSR: (1) instrumental motives; (2) relational motives; and (3) moral motives.

Instrumental motives are ego-based, self-interest driven motives in which individuals seek control based on self-serving concerns (Tyler, 1987; Sullivan, 1989). According to Aguilera et al. (2006, p.848), “*if an organization has a general concern for fairness, an employee may deduce that chances are, conditions will be fair for the employee who should be able to predict self-relevant events with reasonable accuracy, thus satisfying one’s need for control*”.

Relational motives are motives concerned with group members, based on the phrase ‘work together feels better’ (Aguilera et al., 2006). Central in this type of motive is the relationship between employees and management (Tyler & Lind, 1992), as employees have a psychological need for belongingness (Huo, Smith, Tyler & Lind, 1996). Moreover, Tajfel & Turner (1979) state that an employee’s self-identity is retrieved from that employee’s attachment to other individuals, mainly due to trust and a feel of support from these other individuals (Masterson, Lewis, Goldman & Taylor, 2000). Furthermore, Aguilera et al. (2006, p. 848) state, “*when organizational authorities are trustworthy, unbiased, and honest, employees feel pride and affiliation, and behave in ways that are beneficial to the organization*”.

Moral motives exist due to the need for living a meaningful existence and are based on a general respect that most individuals have for human dignity (Folger, 2001). Employees who engage in CSR because of moral motives are generally concerned to what is viewed as appropriate when it comes to ethics, without taking their own interests into account or even at their own expense (Cropanzano, Goldman & Folger, 2003). According to Aguilera et al. (2006, p. 850), “*individuals show a great concern for fairness even when there is no*

apparent economic benefit for doing so and the recipient of the just or unjust act is a stranger, especially when they see the need of the fairness”.

2.3 What kind of organizational influences can firms use to achieve their desired behavioral changes?

The third sub-question that must be answered in order to answer the research question is ‘*What kind of organizational influences can CSR-teams use to align employee behavior to the organizational motives of implementing CSR initiatives?*’

Cummings, Becker, Kirscht and Levin (1981, p.112) researched “*the effectiveness of different interventions to modify adherence behavior*”. One of the interventions studied was ‘*behavioral contracting*’, which is part of a behavior modification strategy including persuasion, rewarding and social support (Cummings et al., 1981). Results showed that behavior modification approaches were effective when trying to reach compliance with medical patients as they lead to changed behavior. However, a study done by Weisenberg et al (1980) addresses the time period after the behavior modification has been unsuccessful. According to Weisenberg et al, the behavior change stops and often changes back to old behavior when the behavior modification interventions end (Weisenberg et al., 1980). An alternative approach was introduced by Cummings et al. (1981): the so-called belief change approach. According to them, “*a belief change approach might be better suited to effecting long-term behavior change because it emphasizes having people internalize the cognitive rationale for modifying their behavior*” Cummings et al., 1981).

When it comes to behavioral change within organizations, Cameron et al. (2012, p. 24) provide a 5-step approach that can be used for any project of planned behavior change: “*(1) the identification of the behaviors that impact performance; (2) the measurement of those behaviors – how much are these behaviors currently in use; (3) a functional analysis of the behaviors; (4) the generation of a strategy of intervention – what rewards and punishments should be linked to the behaviors that impact performance; (5) an evaluation of the effectiveness of the intervention strategy*”. As the interest on this section lies on what kind of organizational influences firms can use to achieve desired behavioral changes, step four of this 5-step approach is mostly interesting to look into more thorough. Cameron et al. (2012) provide several possibilities for generating reward strategies, consisting of either ‘financial reinforcement’ or ‘non-financial reinforcement’.

Financial reinforcement has been used in organizations for a very long time and is still quite successful nowadays, primarily in sales-oriented cultures. Financial reinforcements could be “*bonus payments, prizes and other tangible rewards*” (Cameron et al., 2012, p. 25). Important for the effectiveness of financial reinforcements is a clear, close and visible link between the financial reinforcement and the behaviors and performance required by the organization (Cameron et al., 2012). Moreover, Smith (2013) states that this reward strategy is not solely interesting for organizations due to increased compliance, but also helps the HR team to select their top employees. Often paired with financial reinforcements are sanction-based approaches (Siponen et al., 2007). These sanction-based approaches are argued to scare employees into complying with organizational initiatives (Siponen et al., 2007). Furthermore, providing employees with a financial reinforcement stimulates their instrumental motives to engage in CSR (Aguilera et al., 2006). In existing literature, several

other sources claim that reward strategies can be used to improve employee enactment on social and environmental matters (Rekker, Benson & Faff, 2014; Johnson & Greening, 1999; Kane, 2002; Mahoney & Thorn, 2006; Callan & Thomas, 2011).

Non-financial reinforcement usually occurs in the form of “giving feedback to an individual about performance on specific tasks” (Cameron et al., 2012, p.25). Important when giving feedback to individuals is that the more specific the feedback is, the higher the impact of reinforcement becomes, whether that is positive or negative. This reinforcement is successful as it creates a content relationship between the person reinforcing and the person receiving the reinforcement, which could be helpful when wanting the individual receiving reinforcement to change (Cameron et al., 2012). Another form of non-financial reinforcement is social reinforcement, including praise, compliments, general recognition and greater attention (Cameron et al., 2012). Combined with this is understanding and allowing employees to perform tasks they are personally interested in by promoting employees’ personal interests and providing them with a means to excel in engaging in these personal interests (Reynolds & Symons, 2001). When doing this, employees’ relational motives to engage in CSR are stimulated (Aguilera et al., 2006).

Next to these financial and non-financial reinforcements, training and education is said to stimulate employees’ own way of thinking towards the organizations’ way of thinking (Gardner, 2004). According to Gardner (2004), ‘training and education is to influence employees and activate employees’ thinking processes’. Furthermore, providing employees with training and education stimulates their moral motives to engage in CSR (Aguilera et al., 2006).

2.4 The weak link

Now that it is clear how CSR can be implemented successfully, what kind of motives employees have to engage in CSR and what kind of organizational influences can be used to align employee behavior to organizational motives, the information above will be used to create ‘the weak link’ visualization. This will help with the further progress of this paper, as it will provide a clear model to be tested.

According to the literature above, employee motives – instrumental, relational and moral - play a significant role when it comes to the implementation of CSR within an organization. Furthermore, behavioral changes that employees go through during implementations were shown to be existent by means of McGregor’s (1960) ‘Theory X and Theory Y’. I have summarized these findings in diagram 2.

Diagram 2 consists of the weak link that was found during initial studies and which has been explained in Diagram 1. Again, the CSR implementation chain consists of a means to implement CSR from organizations’ perspective (those introducing CSR), whereas ‘the weak link’ consists of a missing part within the CSR implementation chain. This CSR implementation chain is further shown in Diagram 1. Furthermore, the initial diagram (diagram 1) shows a less broad ending to the green chain, as I have added to diagram 1 with diagram 2. For more clarification, the two diagrams have been added together and can be found in Appendix B.

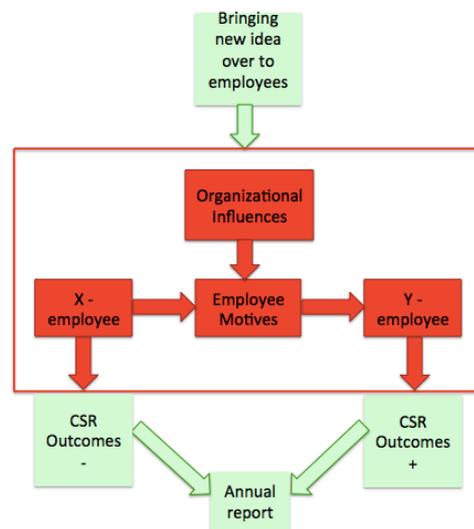


Diagram 2. The weak link.

The focus in Diagram 2, however, lies on ‘the weak link’. Due to ‘Theory X and Theory Y’ (McGregor, 1960), I assume in Diagram 2 that all employees are originally X-employees; unmotivated to start something they do not know about. This X-employee can change its behavior by either having intrinsic or extrinsic motives to engage in the newly implemented CSR practice (Ryan et al., 2000). In this situation, the extrinsic motives are divided into instrumental, relational and intrinsic motives (Aguilera et al., 2007). Furthermore, employee behavior can be positively influenced through organizational influences (Cummings et al., 1981; Cameron et al., 2012; Smith, 2013). These influences are therefore assumed to have a positive effect on employee motives. In case of positive employee motives, whether the motives are stimulated externally or via organizational influences, the X-employee is assumed to turn into a Y-employee: motivated to engage in implementations, resulting in successfully implemented CSR. As can be seen in Diagram 2, X-employees who are not motivated by own motives or organizational influences are assumed to result in negative outcomes and thus unsuccessfully implemented CSR.

Furthermore, since the creation of the weak link is not yet proven, going forward the weak link will be used as my hypothesis. Because of this, in the following sections of this paper I will be focusing on ‘the weak link’ and to what extent employee motives and organizational influences play a role in successful CSR. Furthermore, I will conduct several means of data collection in order to test my created diagrams.

3. METHODOLOGY

The literature review provided a clear window of what must be researched in this study. Data collection for this study should show to what extent motives of those executing CSR can be influenced by those introducing CSR. In order to collect this data, different methods of data collection will be used.

This data collection will be done within J. P. Morgan Chase & Co, an organization within the bank and finance sector. Since this is the case, a short introduction on this corporation will be given in this section.

J. P. Morgan Chase & Co (JPM) has a history that dates back over 200 years, making it one of the oldest organizations within the financial sector of the United States (JPMorgan, 2016). The following facts are statements of J. P. Morgan Chase & Co on what they stand for currently; ‘we are a leading global financial services firm with assets of \$2.4 trillion’, ‘we operate in more than 60 countries’, ‘we have over 240,000 employees’, ‘we serve millions of consumers, small businesses and many of the world’s most prominent corporate, institutional and government clients’, ‘we are a leader in investment banking, financial services for consumers and small businesses,

commercial banking, financial transaction processing and asset management' and 'our stock is a component of the Dow Jones Industrial Average' (JPMorgan, 2016).

When it comes to corporate social responsibility, JPM provides information on what is done by them as an organization to contribute. JPM states: 'being a good corporate citizen and operating with integrity is central to how we do business. We help build economies and communities globally' (JPMorgan-2, 2016). JPM has divided corporate responsibility up in four categories; 'strengthening communities', 'initiatives', 'environmental sustainability' and 'commitment' (JPMorgan-2, 2016). The first category of corporate responsibility, which is addressed by JPM, is 'strengthening communities'. This category includes: 'financial capability', 'economic growth' and 'employee engagement and 'volunteerism'. As part of the focus of this research will lie on employee involvement, this section of the category will be further explored. As part of this section, JPM claims the following: "we strive to manage our footprint in an efficient and sustainable manner, and continually improve our performance" (JPMorgan-2, 2016). There are currently four main fields that are being improved by JPM; 'energy and greenhouse gas emissions', 'green buildings', 'renewable energy' and 'sustainable paper use' (JPMorgan-2, 2016).

3.1 Methods of data collection

The first section of data collection will examine the effects of employee motives and organizational influences on JPM's employee behavior when it comes to implementing CSR. JPM has been chosen as a case, as they are currently one of the leading organizations in the bank and financing sector. Furthermore, JPM is very active when it comes to CSR and is continuously working to improve the implementation of CSR and the motivation of employees to engage in CSR. Currently, many of their employees are motivated to engage in CSR. However, during an introductory phone conversation with JPM's CSR Director Mrs. Marano it was said that several employees are currently 'free riding' on the success of JPM's CSR and thus JPM would like to know why certain employees are and/or are not motivated to engage in CSR. Because of this, the unit of analysis during this data collection will be those executing CSR successfully at JPM. Since this is the first section of data collection, where much is still unclear, a questionnaire will be conducted amongst JPM's employees in order to solicit information appropriate for this research, aiming for $n > 100$ respondents. The main goal is to find out what JPM's motivated employees' motives are to engage in CSR. Therefore, within this questionnaire, the three previous specified motives – instrumental, relational and moral – are tested. Additionally, intrinsic motives have been added to the questionnaire as well to create a better understanding of the employees' motives. The questions asked about each of these motives are derived from dividing the motives into three categories. For instrumental motives, these categories are: 'earning money for the organization by engaging in CSR', 'getting a promotion by engaging in CSR' and 'gaining prestige for the organization by engaging in CSR'. For relational motives, these categories are: 'gaining friendship by engaging in CSR', 'inspire others by engaging in CSR' and 'inspired by manager and/or supervisor to engage in CSR'. The moral motives have been categorized as followed: 'engaging in CSR to increase corporate morality', 'engaging in CSR to increase team morality' and 'engaging in CSR to increase personal morality'. Finally, the intrinsic motives have been categorized as followed: 'like to engage in CSR', 'working with new/different people stimulates engaging in CSR' and 'positive feelings stimulate to engage in CSR'. In order to create greater uniformity of clear responses, the

questionnaire will consist of closed-end questions (Babbie, 2013). Next to this, a set of eight questions has been added in order to understand the extent of current employee involvement in CSR. As the aim of this paper is to understand the motives of JPM's employees when it comes to engaging in CSR, it is important to know to what extent the employees are currently involved and to what extent the employees find engaging in CSR important and/or a priority. Also, each question asked will be asked in both a positive and negative manner in order to exclude false responses. Furthermore, since JPM's employees are spread out over the world, the questionnaire will be an online questionnaire. The questionnaire will then be sent out by JPM self only to those who are executing CSR successfully. This will make sure that the respondents are competent to answer the questions in the questionnaire (Babbie, 2013). Together with the questionnaire, a short introduction to this research will be sent to the employees of JPM to create an understanding of the subject studied, including reasons for the employees to cooperate with the questionnaire (Babbie, 2013). The questionnaire that will be used can be found in Appendix C.

The second section of data collection will consist of a second look into the effects of employee motives and organizational influences on JPM's employee behavior when it comes to implementing CSR by means of an interview. The unit of analysis during this data collection will be those introducing CSR at JPM. The goal of this interview is to obtain a clearer understanding of current organizational influences to motivate employees to engage in CSR. At this point in time, it will already be clear which motive is motivating JPM's employees best to engage in CSR. Most interesting during this interview will be to see whether or not the organizational influences lead to that motive as well. Similarly to the second section of data collection, the interview will be conducted amongst JPM's employees in order to collect specific data. Also this interview will be conducted consisting of open-ended questions, by telephone, with JPM's New York Headquarters' CSR Director Mrs. Ali Marano. The choice of selecting Mrs. Marano for this interview resulted from an earlier phone conversation with Mrs. Marano. During this phone conversation, it became clear that she was very well-educated when it came to CSR implementations within JPM.

The questions asked during the interviews can be found in Appendix D.

3.2 Processing and analysis of data

After data has been collected by means of a questionnaire and/or an interview, data must be processed and analyzed (Kothari, 2004).

3.2.1 The questionnaire

According to Kothari, processing can be done using the following four-step method: editing, coding, classification and tabulation (Kothari, 2004). The first step in this process is editing; data is examined in order to detect unforeseen errors. The second step in this process is coding; every piece of data is given a function. The third step in this process is classification; data is organized into categories. The final step in this process is tabulation; data is processed to be ready for analysis by making the data easier to read (Kothari, 2004). Following this processing method, data will be analyzed focusing on linking the findings and literature together. This will be done using John Lofland's (2006) five suggested ways of looking for patterns in a particular research topic. These five suggested ways are: (1) Frequencies – how often do employees engage in CSR due to motives?; (2) Magnitudes – what are the levels of

employee engagement?; (3) Structures – what are the different types of motives resulting in employee engagement?; (4) Processes – is there any order among the elements of structure? Do engagers begin engaging a little and does engagement grow?; (5) Causes – what are the causes of employee engagement in CSR?. The first two pattern finders – frequencies and magnitudes - will be used to divide the first section of the questionnaire and will give an overview of the respondents’ level of engagement in CSR during further analysis. All analyses for section one and two of the questionnaire will be conducted with SPSS version 21.

3.2.2 The interview

The interview will be conducted by telephone and all notes will be written out in Microsoft Word. Furthermore, a summary of most interesting findings will be made of the interview in order to find patterns matching with information received from the questionnaire and from previous literature. This summary can be found in Appendix E. Following the summarized interview, a comparison will be made between answers provided in the interview and data collected via the questionnaire.

After analyzing the data, a conclusion will be drawn, answering the research question. Furthermore, a discussion will be written providing limitations and ideas for further studies. Moreover, a personal recommendation will be added to this paper following the conclusion and discussion.

4. ANALYTICAL PLAN

The units of analysis in this research are those executing CSR successfully at JPM. The independent variable of the research is ‘employee motives’. Based upon previous literature on employees’ motives to engage in CSR’, several categories of motives have been identified: extrinsic - instrumental, relational, moral - and intrinsic. Since these motives are identified using a scale from ‘strongly disagree’ to ‘strongly agree’ it can be said that this research is interval. Furthermore, the dependent variable in this research is ‘employee behavior’, divided into ‘behavior frequencies’ and ‘behavior magnitudes’.

As it is the goal to find out whether or not JPM is influencing their employees’ motives, a comparison between the two means of analyses (the questionnaire and interview) must be made. In different words, do the answers provided by those executing CSR align with the answers provided by those introducing CSR?

4.1 Operationalizing the questionnaire

In order to generate reliable and clear results, the collected data will be processed in order to make it easier to read with use of Kothari’s four-step method (Kothari, 2004). The four steps within this method are: editing, coding, classification and tabulation. As the questionnaire is built up in a classified manner already, the third step of this four-step method will be unnecessary, and will therefore not have to be done. The first step, editing, will be done manually. During this step, I will examine all received data and will manually detect unforeseen errors. These errors will later be added to this research’ limitations. Most importantly in this research is the second step of Kothari’s four-step method: coding. The questionnaire consists of 32 questions that are all to be answered with one of the following answers: ‘strongly disagree’, ‘disagree’, ‘neutral’, ‘agree’ and ‘strongly agree’. In order to make these answers measurable, I have coded the possible answers with numbers as followed: #1 strongly disagree; #2 disagree; #3 neutral; #4 agree; and #5 strongly agree. Furthermore, as each question has

a co-question – either a negative or positive version of the question – these questions will be tabulated into similar codes. Because of this, all negatively asked questions will have their codes inverted. This means that a negatively asked question will be turned positive by inverting the coded answer. With this inversion, a 5 will be turned into a 1 – and vice versa –, a 4 will be turned into a 2 – and vice versa – and a 3 will remain a 3. After all data is inverted, a data file must be made that can be analyzed in SPSS.

The first 8 questions of the questionnaire will be used as a means of measuring to what extent JPM’s employees are actually currently involved in CSR. As already motivated employees will give a better insight in employee motives to engage in CSR, the outcomes to these 8 questions will give us a better understanding of the answers given to the remaining 24 questions. To decrease confusion, the first 8 questions are labeled as question A through H and the second 24 questions are labeled as question 1 through 24. The remaining 24 questions consist of four sets of six questions; one set per motive. The following table (table 1) shows an overview of the question sets descriptions that will be used from now on.

Question numbers	Question sets descriptions
A, C, D and H	“Behavior frequency”
B, E, F and G	“Behavior magnitude”
1, 2, 3, 4, 5 and 6	“Instrumental motive”
7, 8, 9, 10, 11 and 12	“Relational motive”
13, 14, 15, 16, 17 and 18	“Moral motive”
19, 20, 21, 22, 23 and 24	“Intrinsic motive”

Table 1. Question sets descriptions.

Since all questioned participants should be similar in terms of being motivated to engage in CSR it must firstly be tested whether this is actually the case based on the answers given during the questionnaire. This will be done by means of a reliability analysis, which will calculate the reliability of the collected data with use of Cronbach’s Alpha. When it comes to concluding whether or not the collected data is reliable, George and Mallery (2003) created the following scale as a rule of thumb: “ > .9 – Excellent, > .8 – Good, > .7 – Acceptable, > .6 – Questionable, > .5 – Poor, and < .5 – Unacceptable” (p. 231). This scale will also be used in this research to measure the reliability of the collected data for all sets of questions. All alpha’s > .5 will be marked as reliable, whereas all alpha’s < .5 will be marked as unreliable.

The reliability analysis will result in computing my current data into variables, which will then be analyzed through a frequency analysis. This will be done per computed variable, providing histograms per frequency analysis. These histograms will be a first check of whether the data received is eligible to be analyzed. In a successful situation the histograms should show a somewhat normal distribution. Unusual distributions will lead to ineligible data.

Following the frequency analyses proving whether or not the variables are normally distributed, it is necessary to understand what effects the different independent variables have on the dependent variables. Because of this, a regression analyses will be performed between the independent and dependent variables. In order to understand the significance of the regression analyses, a common p-value of 0.05 will be used (Field, 2009).

4.2 Operationalizing the interview

In order to generate a clear overview of answers provided during the interview, a summary is made of these provided answers (see Appendix E). Since asking the questions in a pre-constructed manner already makes a clear distinction, it is not further necessary to edit this collected data. The theory of section 2.3 provided a means of understanding which organizational influences can stimulate which motives when it comes to employees' motives to engage in CSR. The questions asked in the interview are based on this understanding. Furthermore, the analysis of the interview will be based on this understanding as well. Therefore, a comparison between the results of the questionnaire and the results of the interview can be compared with the following stylized facts:

1. If JPM uses financial reinforcements and/or sanction based approaches to stimulate their employees to engage in CSR, JPM is stimulating the employees' instrumental motives. However, if JPM does not use financial reinforcements and/or sanction based approaches to stimulate their employees to engage in CSR, JPM is not stimulating the employees' instrumental motives.
2. If JPM uses social reinforcements to stimulate their employees to engage in CSR, JPM is stimulating the employees' relational motives. However, if JPM does not use social reinforcements to stimulate their employees to engage in CSR, JPM is not stimulating the employees' relational motives.
3. If JPM uses training and education to stimulate their employees to engage in CSR, JPM is stimulating the employees' moral motives. However, if JPM does not use training and education to stimulate their employees to engage in CSR, JPM is not stimulating the employees' moral motives.
4. If JPM hires employees who are already motivated to engage in CSR, these employees are already Y-employees and are given the opportunity by JPM to execute their personal interests via CSR. In this case these employees are motivated due to their own intrinsic motives.

During the interview, questions were asked around these statements. The following connections were made:

- (1) Question 2 and 3 provide results based on statement 1.
- (2) Question 4 provides results based on statement 2.
- (3) Question 5 provides results based on statement 4.
- (4) Question 6 provides results based on statement 3.
- (5) Questions 1 and 7 provide miscellaneous results in order to create a better understanding of JPM's organizational influences on stimulating employees' motives to engage in CSR.

Finally, a comparison will be made by comparing the results of the regression analysis over the questionnaire with the exploratory analysis over the interview.

5. DATA ANALYSIS

All data received from JPM via the questionnaire was firstly added to SPSS manually. In the following section, consistently, n=25 has been used.

5.1 Cronbach's Alpha

In order to measure the reliability of the collected data, I did multiple reliability analyses. The first set of reliability analyses consisted of measuring the reliabilities of the first 8 questions of the research: question A through H. These questions were split up in two separate analyses, the first on

dependent variable 'behavior frequency' and the second on dependent variable 'behavior magnitude'. The following tables resulted from these reliability analyses:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.841	4

Table 2. Reliability statistics behavior frequency.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.702	.688	4

Table 3. Reliability statistics behavior magnitude.

As can be seen in tables 2 and 3, Cronbach's Alpha for behavior frequency is 0.812. According to the scale I use during this research, > .5 means reliable for further analysis. Furthermore, Cronbach's Alpha for behavior magnitude is 0.702. According to the scale I use during this research, > .5 means reliable for further analysis. This means that both sets of dependent variables are reliable for further analysis.

The second set of reliability analyses consisted of measuring the reliabilities of the independent variables: 'instrumental motives', 'relational motives', 'moral motives' and 'intrinsic motives'. The following tables resulted from these reliability analyses:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.080	.070	6

Table 4. Reliability statistics instrumental motives.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.138	.100	6

Table 5. Reliability statistics relational motives.

.672	.676	3
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Table 8. Reliability statistics instrumental motives*

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.773	.796	6

Table 6. Reliability statistics moral motives.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.511	.491	3

Table 9. Reliability statistics relational* motives.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.880	6

Table 7. Reliability statistics intrinsic motives.

As can be seen in tables 4, 5, 6 and 7, Cronbach's Alpha for instrumental motives is 0.080. According to the scale I use during this research, < .5 means unreliable for further analysis. Secondly, Cronbach's Alpha for relational motives is 0.138. According to the scale I use during this research, < .5 means unreliable for further analysis. Furthermore, Cronbach's Alpha for moral motives is 0.773. According to the scale I use during this research, > .5 means reliable for further analysis. Finally, Cronbach's Alpha for intrinsic motives is 0.880. According to the scale I use during this research, > .5 means reliable for further analysis. This means that data collected for two out of four motives – moral and intrinsic - are reliable. The remaining two unreliable motives, instrumental and relational thus need to be given a second look in order to continue further analysis.

As unreliable data was found when performing a reliability analysis, I decided to look into the questions asked during the questionnaire. More specifically, I looked at the differences in questions between 'instrumental and relational' and 'moral and intrinsic'. When doing this, I noticed that the negatively asked questions within 'instrumental and relational' were asked in a different manner than the negatively asked questions within the 'moral and intrinsic'. The negatively asked questions within 'instrumental and relational' were much longer and less clearly written out than the negatively asked questions within 'moral and intrinsic'. Because of this, I decided to perform two extra reliability analyses on solely the positively asked questions within instrumental and relational. I decided to rename the variables 'instrumental' and 'relational' into 'instrumental*' and 'relational*' to create more clarity. This resulted in the following two tables:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

As can be seen in the table 8 and 9, Cronbach's Alpha for instrumental* motives is 0.672. According to the scale I use during this research, > .5 means reliable for further analysis. Secondly, Cronbach's Alpha for relational* motives is 0.511. According to the scale I use during this research, > .5 means reliable for further analysis.

Because of this, I have decided to further analyze the collected data based on the positively asked questions for the instrumental* en relational* motives, and on all asked questions for the moral and intrinsic motives. All further SPSS output on the reliability analyses have been added to Appendix F.

5.2 Descriptive analysis

After discovering the errors in reliability and deciding to focus on 18 out of the original 24 questions asked in the questionnaire, it is necessary to update and compute the newly created variables in SPSS. Also, table 1 must be updated to show the updated variables (see table 10).

Question numbers	Question sets descriptions
A, C, D and H	"Behavior frequency"
B, E, F and G	"Behavior magnitude"
1, 3 and 5	"Instrumental* motive"
7, 9 and 11	"Relational* motive"
13, 14, 15, 16, 17 and 18	"Moral motive"
19, 20, 21, 22, 23 and 24	"Intrinsic motive"

Table 10. Updated question sets descriptions.

In order to check whether these computed variables are eligible to be analyzed I did frequency analyses on all variables in SPSS, resulting in 6 histograms. All of these histograms showed that the data was eligible to be analyzed further as no unusual distributions were found. The histograms can be found in Appendix G.

5.3 Regression analysis

In order to predict the effect of the independent variables on the dependent variables, I decided to perform two regression analyses. The first regression analysis was performed on 'behaviorfrequency' and independent variables 'instrumental*', 'relational*', 'moral' and 'intrinsic'. As previously mentioned, an alpha of 0.05 will be used to test the significance of the regression analyses. Table 37, provided by performing this analysis, shows solely independent variable intrinsic is significant (<0.05) with a significance of p=0.025. The second regression analysis was performed on 'behaviormagnitude' and

independent variables ‘instrumental*’, ‘relational*’, ‘moral’ and ‘intrinsic’. Table 38, provided by performing this analysis, also shows solely independent variable intrinsic is significant (<0.05) with a significance of p=0.003.

The regression analyses performed show the following two outcomes:

- (1) Instrumental*-, relational*- and moral motives to engage in CSR **are not** significantly proven to motivate JPM’s employees to engage in CSR.
- (2) Intrinsic motives to engage in CSR **are** significantly proven to motivate JPM’s employees to engage in CSR.

The regression tables 37 and 38 can be found in Appendix H.

5.4 Exploring the interview

Since the interview has been made measurable via four stylized facts, the exploration during this analysis will be done using these four stylized facts as well.

The first fact used is: ‘if JPM uses financial reinforcements and/or sanction based approaches to stimulate their employees to engage in CSR, JPM is stimulating the employees’ instrumental motives. However, if JPM does not use financial reinforcements and/or sanction based approaches to stimulate their employees to engage in CSR, JPM is not stimulating the employees’ instrumental motives’. The interview questions providing results to this statement are questions 2 and 3, asking whether or not JPM uses financial reinforcements and or sanction based approaches to stimulate their employees’ motives to engage in CSR. Both of these questions were answered with ‘we do not’. Therefore, it can be said that ‘JPM does not stimulate their employees’ instrumental motives to engage in CSR’.

The second statement used is statement 2: ‘If JPM uses social reinforcements to stimulate their employees to engage in CSR, JPM is stimulating the employees’ relational motives. However, if JPM does not use social reinforcements to stimulate their employees to engage in CSR, JPM is not stimulating the employees’ relational motives’. The interview question providing results to this statement is question 4, asking whether or not JPM uses feedback to stimulate their employees’ motives to engage in CSR. This question was answered with ‘we do’. Therefore, it can be said that ‘JPM stimulates their employees’ relational motives to engage in CSR’.

The third statement used is statement 3: ‘if JPM uses training and education to stimulate their employees to engage in CSR, JPM is stimulating the employees’ moral motives. However, if JPM does not use training and education to stimulate their employees to engage in CSR, JPM is not stimulating the employees’ moral motives’. The interview question providing results to this statement is question 6, asking whether or not JPM uses training and education to stimulate their employees’ motives to engage in CSR. This question was answered with ‘we do not’. Therefore, it can be said that ‘JPM does not stimulate their employees’ moral motives to engage in CSR’.

The fourth statement used is statement 4: ‘If JPM hires employees who are already motivated to engage in CSR, these employees are already Y-employees and are given the opportunity by JPM to execute their personal interests via CSR. In this case these employees are motivated due to their own intrinsic motives’. During the interview it became clear that employees could volunteer to engage in CSR and thus engaging

in CSR is not obligatory for JPM’s employees. Because of this, it can be said that ‘JPM’s employees engaging in CSR are already motivated to engage in CSR and thus are already Y-employees and are motivated due to intrinsic motives without JPM’s stimulation.

Furthermore, two miscellaneous questions were asked in order to provide a better understanding of JPM’s organizational influences to stimulate employees’ motives to engage in CSR (questions 1 and 7). These questions added the following statements: (1) JPM promotes the different reasons employees are motivated to engage in CSR; (2) JPM provides employees with language with which to communicate to others about the great work they are doing; (3) JPM often showcases past successes for employees to see and understand the impact of their work in the social sector. With these statements JPM (1) promotes personal interests of their employees; (2) provides general recognition towards their work and (3) gives greater attention to employees’ engagements. All three of these statements line up with previous exploration and add to the fact that ‘JPM stimulates their employees’ relational motives to engage in CSR’.

The explorations above show the following three outcomes:

- (1) Employees’ instrumental, moral and intrinsic motives to engage in CSR **are not** stimulated by JPM.
- (2) Employees’ relational motives to engage in CSR **are** stimulated by JPM.
- (3) Employees’ are voluntarily engaging in JPM’s CSR because of their intrinsic motives.

5.5 Questionnaire versus interview

Finally, a comparison must be made between the outcomes of the questionnaire and the outcomes of the interview. This comparison is made in the following table.

	Questionnaire outcomes	Interview outcomes
Instrumental motives	Are not significantly proven to motivate JPM’s employees to engage in CSR	Are not stimulated by JPM
Relational motives	Are not significantly proven to motivate JPM’s employees to engage in CSR	Are stimulated by JPM
Moral motives	Are not significantly proven to motivate JPM’s employees to engage in CSR	Are not stimulated by JPM
Intrinsic motives	Are significantly proven to motivate JPM’s employees to engage in CSR	Are not stimulated by JPM

Table 11. Comparing outcomes.

The created table shows the following three facts:

- (1) Instrumental and moral motives are not significantly proven to motivate JPM's employees to engage in CSR and are not stimulated by JPM.
- (2) Relational motives are not significantly proven to motivate JPM's employees to engage in CSR, however are stimulated by JPM.
- (3) Intrinsic motives are significantly proven to motivate JPM's employees to engage in CSR, however are not stimulated by JPM.

6. CONCLUSION AND DISCUSSION

The main goal of this research was to find an answer to the research question: *'To what extent can motives of those executing CSR to engage in CSR be influenced by those introducing CSR?'*

Analyzing existing literature resulted in visualizing current CSR implementation processes into a visualization (Diagram 1.), including a weak, unknown section, which was named 'the weak link'. Furthermore, the visualization in combination with the research question resulted in three sub-questions that would be studied by reviewing existing literature: (1) 'how can CSR be implemented successfully?'; (2) 'what kind of motives do employees have to engage in CSR?'; and (3) 'what kind of organizational influences can CSR-teams use to align employee behavior to the organizational motives of implementing CSR initiatives?'. Answering these sub-questions resulted in a second visualization (Diagram 2.), which zoomed in on 'the weak link'. It became clear that there was a possibility that unmotivated employees (X-employees) could turn into motivated employees (Y-employees) via 'employee motives' in combination with 'organizational influences'. Moreover, since 'the weak link' had never been tested, the hypothesis of this study became that positive organizational influences on employees will align employee motives with the organizational motives and thus will improve CSR implementation.

After collecting data at JPM via both a questionnaire and an interview, it became clear through analysis that intrinsic motives are currently significantly proven to motivate JPM's employees to engage in CSR ($p < 0.05$), whereas instrumental, relational and moral motives are not significantly proven to motivate JPM's employees to engage in CSR ($p > 0.05$). Secondly, it became clear through an interview that relational employees' motives and intrinsic employees' motives are stimulated by JPM, whereas instrumental employees' motives and moral employees' motives are not stimulated by JPM.

These findings resulted in three facts:

- (1) Instrumental and moral motives are not significantly proven to motivate JPM's employees to engage in CSR and are not stimulated by JPM.
- (2) Relational motives are not significantly proven to motivate JPM's employees to engage in CSR, however are stimulated by JPM.
- (3) Intrinsic motives are significantly proven to motivate JPM's employees to engage in CSR, however are not stimulated by JPM.

6.1 Answering the research question

Since JPM is clearly aiming to stimulate both employees' relational motives, however solely employees' intrinsic motives are significantly proven to motivate them to engage in CSR, it can be said that JPM's organizational influences do not motivate their employees to engage in CSR. JPM's employees are engaging in CSR because of their own intrinsic motives to

do so. Therefore, as a result of this research it can be said that motives of those executing CSR to engage in CSR cannot be influenced by those introducing CSR.

Because of this conclusion, it can be said that the hypothesis of this research has been rejected.

6.2 Contribution

Ryan and Deci (2000) made a distinction between extrinsic and intrinsic motivation when it comes to engaging in organizational activities. Furthermore, Aguilera et al. (2006) built upon this theory by making a distinction between instrumental, relational and moral motives within the extrinsic dimension. Also, McGregor (1960) added to literature by providing an understanding of the difference between a motivated employee (Y-employee) and an unmotivated employee (X-employee).

By combining these different theories from existing literature (Ryan and Deci, 2000; Aguilera et al., 2006; McGregor, 1960) I was able to propose a new framework – 'the weak link' – for future research. Even though the hypothesis within this research has been rejected, many options for future research have been made available because of this rejection.

6.3 Limitations

The first limitation within this research occurred when I initially sent out the questionnaire to JPM as an online survey through a link by surveymonkey.com. JPM's employees were not able to open this link due to internal safety precautions within the organization. Because of this, the questionnaire had to be sent out manually to eligible employees. Employees filled the questionnaire out manually, which may have caused errors when filling out the questionnaire. Next to that, distributing the questionnaire manually cost more time than planned out for distributing the questionnaire and resulted in a delay of responses and a very limited amount of responses. Because of this, the regression analysis as part of my general analysis was solely based on $n=25$, causing the results to not be as significant as wished.

6.4 Future research

As described previously, several questions within my questionnaire were not asked clearly. Because of this, it would be very interesting to redo this research using a more well thought out questionnaire when it comes to the questions regarding the instrumental and relational motives.

Next to this, in future research it would be recommended to start collecting data in an earlier stage with a larger population sample in order to collect more data resulting in results with higher significance. Combining different offices within the organization worldwide can do this.

For future research, it would be interesting to understand Y-employees a bit better. For example, what can organizations do to maximize CSR output from already motivated Y-employees? How can intrinsic motives be stimulated by organizations? Where within the CSR implementation process should employers begin to stimulate employees? To what extent can a Y-employee become more motivated?

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9. APPENDICES

9.1 Appendix A – tables.

Source	Year, page	Definition CSR
McWilliams & Siegel	2001, p.117	“Actions that appear to further some social good, beyond the interests of the firm and that which is required by law” & “some examples of CSR actions include going beyond legal requirements in adopting progressive human resource management programs, developing non-animal testing procedures, recycling, abating pollution, supporting local businesses, and embodying products with social attributes or characteristics”
Mohr, Webb & Harris	2001, p. 47	“A company’s commitment to minimizing or eliminating any harmful effects and maximizing its long-run beneficial impact on society”
Hennigfeld, Pohl & Tolhurst	2006, p. 1	“Undertaking business in an ethical way in order to achieve sustainable development, not only in economic terms, but also in the social and environmental sphere”
Carroll & Buchholtz	2000, p. 35	“Corporate social responsibility encompasses the economic, legal, ethical, and philanthropic expectations placed on organizations by society at a given point in time”
Maon, Lindgreen & Swaen	2009, p. 75	“CSR is a stakeholder-oriented concept that extends beyond the organization’s boundaries and is driven by an ethical understanding of the organization’s responsibility for the impact of its business activities, thus seeking in return society’s acceptance of the legitimacy of the organization”
Jackson & Hawker	2001	“Corporate social responsibility is how you treat your employees and all your stakeholders and the environment”
Andersen	2003	“We define corporate social responsibility broadly to be about extending the immediate interest from oneself to include one’s fellow citizens and the society one is living in and is a part of today, acting with respect for the future generation and nature”
Marsden	2001	“Corporate social responsibility (CSR) is about the core behavior of companies and the responsibility for their total impact on the societies in which they operate. CSR is not an optional add-on nor is it an act of philanthropy. A socially responsible corporation is one that runs a profitable business that takes account of all the positive and negative environmental, social and economic effects it has on society”

Table 12. Defining corporate social responsibility.

Source	Year, page	Definition Implementation
NIRN	2016, p.1	“A specified set of activities designed to put into practice an activity or program of known dimensions”
Cambridge Dictionary	2016, p. 1	“To start using a plan of system”
Oxford Dictionary	2016, p. 1	“The process of putting a decision or plan into effect”

Table 13. Defining implementation.

Source	Year, page	Definition Communication
Business Dictionary	2016, p.1	“A two-way process of reaching mutual understanding, in which participants not only exchange information, news, ideas and feelings but also create and share meaning”
Cambridge Dictionary	2016, p.1	“The process of sharing information, especially when this increases understanding between people or groups”
National Communication Association	2016, p. 1	“How people use messages to generate meanings within and across various contexts, cultures, channels, and media”

Table 14. Defining communication.

Source	Year, page	Definition Compliance
Kelman	1958, p. 53	“The occurrence of when an individual accepts influence because he hopes to achieve a favorable reaction from another person or group”
Conrad	1985, p. 30	“A value-expecting model in which behavior is controlled by rational decisions taken in the light of a set of subjective probabilities.
Business Dictionary	2016, p. 1	“Certification or confirmation that the doer of an action, or the manufacturer or supplier of a product, meets the requirements of accepted practices, legislation, prescribed rules and regulations, specified standards, or the terms of a contract”

Table 15. Defining compliance.

9.2 Appendix B – diagrams.

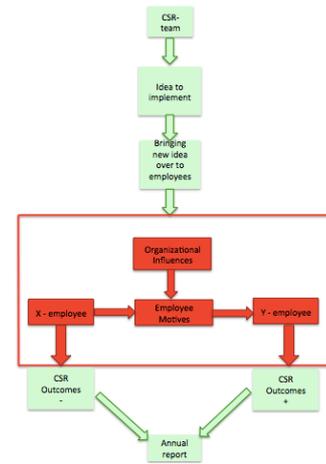


Diagram 3. The weak link model.

9.3 Appendix C – the questionnaire

Introduction:

My name is Candice Forest and I am currently working on graduating for my Bachelor degree in International Business Administration at the university of Twente in the Netherlands. I am interested in employees’ motives to engage in corporate social responsibilities (CSR) within the organization they work for. Since JPMorgan is very involved with CSR, you – as employee – fit very well into the sample for this study. This questionnaire consists of two sets of questions. The first set of questions consists of 8 questions regarding general participation and employee knowledge of CSR. The second set of questions will consist of 24 questions on motivation to engage in CSR. At the end of the questionnaire there will be space for comments and/or suggestions.

This questionnaire will be fully anonymous. It will take approximately 10 minutes of your time. Thank you in advance for your participation.

Section 1.

The first set of 8 questions can be answered by selecting one of the following five options; ‘strongly disagree’, ‘disagree’, ‘neutral’, ‘agree’ and ‘strongly agree’.

- I do not engage in JPMorgan’s CSR implementations.
- JPMorgan’s CSR implementations are not important to me.
- I engage in JPMorgan’s CSR implementations on a daily basis.
- I actively engage in JPMorgan’s CSR implementations.
- JPMorgan’s CSR implementations are not a priority for me.
- Engaging in JPMorgan’s CSR implementations is a priority for me.
- I engage in JPMorgan’s CSR implementations.

Section 2.

The second set of 24 questions can be answered by selecting one of the following five options; ‘strongly disagree’, ‘disagree’, ‘neutral’, ‘agree’ and ‘strongly agree’.

Currently, there are five main fields that are being improved by JPM when it comes to CSR implementations; ‘energy and greenhouse gas emissions’, ‘green buildings’, ‘renewable energy’, ‘volunteering’ and ‘sustainable paper use’. The following questions are about these CSR implementations.

1. Earning more money for JPMorgan by engaging in CSR motivates me to engage in JPMorgan’s CSR implementations.
2. If JPMorgan does not gain prestige by engaging in CSR implementations, I will not be motivated to engage in JPMorgan’s CSR implementations.
3. If engaging in JPMorgan’s CSR implementations helps me to get a promotion, I am motivated to engage in JPMorgan’s CSR implementations.
4. If JPMorgan does not earn any money by me engaging in JPMorgan’s CSR implementations, I will not be motivated to participate in JPMorgan’s CSR implementations.
5. If JPMorgan gains prestige by engaging in CSR implementations, I will be more motivated to engage in JPMorgan’s CSR implementations.
6. If engaging in CSR does not help me to get a promotion, I am less motivated to engage in JPMorgan’s CSR implementations.
7. I am more motivated to engage in JPMorgan’s CSR implementations if this will create a friendship between my colleagues and me.
8. Inspiring co-workers does not motivate me to engage in JPMorgan’s CSR implementations.
9. I am more motivated to engage in JPMorgan’s CSR implementations if my manager/supervisor is also engaging in JPMorgan’s CSR implementations.
10. If engaging in JPMorgan’s CSR implementations will not create friendships between my colleagues and me, I will not be motivated to engage in JPMorgan’s CSR implementations.
11. I am motivated to engage in JPMorgan’s CSR implementations to inspire my co-workers.
12. If my manager/supervisor does not engage in JPMorgan’s CSR implementations, I will not be motivated to engage in JPMorgan’s CSR implementations as well.
13. I am motivated to engage in JPMorgan’s CSR implementations to increase the corporate morality of JPMorgan.
14. My personal moralities do not motivate me to engage in JPMorgan’s CSR implementations.
15. I am motivated to engage in JPMorgan’s CSR implementations to increase my team’s morality within JPMorgan.
16. Increasing the corporate morality of JPMorgan is not a motivation for me to engage in JPMorgan’s CSR implementations.
17. My personal moralities motivate me to engage in JPMorgan’s CSR implementations.
18. Increasing my team’s morality is not a motivation for me to engage in JPMorgan’s CSR implementations.
19. I like to engage in JPMorgan’s CSR implementations.
20. I do not like working with new/different people that engaging in JPMorgan’s CSR implementations provide me with.

21. Engaging in JPMorgan’s CSR implementations is not something I like doing.
22. I like the positive feeling engaging in JPMorgan’s CSR implementations give me.
23. I like working with new/different people that engaging in JPMorgan’s CSR implementations provide me with.
24. I do not get positive feelings by engaging in JPMorgan’s CSR practices.

- FREE SPACE FOR ADDITIONAL
COMMENTS/SUGGESTIONS –

Thank you so much for participating in this questionnaire!

9.4 Appendix D – the interview questions

1. How do you motivate your employees to engage in JPMorgan’s CSR initiatives?
 2. To what extent does JPMorgan make use of financial reinforcement (bonus payments, prizes and other tangible rewards) to motivate employees to engage in CSR?
 3. To what extent does JPMorgan make use of sanction Based Approaches (sanction when not performing on specific tasks) to motivate employees to engage in CSR?
 4. To what extent does JPMorgan make use of non-financial reinforcement (e.g. giving feedback to an individual about performance on specific tasks) to motivate employees to engage in CSR?
 5. To what extent does JPMorgan make use of social reinforcement (praise, compliments, general recognition and greater attention) to motivate employees to engage in CSR?
 6. To what extent does JPMorgan make use of training and education to motivate employees to engage in CSR?
 7. Is there anything else you would like to add when it comes to JPMorgan’s organizational influences to motivate your employees to engage in CSR?

9.5 Appendix E – the interview summary

1. How do you motivate your employees to engage in JPMorgan’s CSR initiatives?

“Each employee is motivated by different reasons. We do our best to promote those reasons. Whether they are skill building, networking, and association with an organization that is personal to them and pulls at their heartstrings. We also give them language with which to communicate to others about the great work they are doing. We also speak to their managers about the benefits to ensure they do not become a roadblock to more junior employees getting engaged”.
2. To what extent does JPMorgan make use of financial reinforcement (bonus payments, prizes and other tangible rewards) to motivate employees to engage in CSR?

“We do not do this”.
3. To what extent does JPMorgan make use of sanction Based Approaches (sanction when not performing on specific tasks) to motivate employees to engage in CSR?

“Engaging in CSR is currently all voluntary. So no sanctions would be enforced if performance does not take place”.
4. To what extent does JPMorgan make use of non-financial

reinforcement (e.g. giving feedback to an individual about performance on specific tasks) to motivate employees to engage in CSR?

“We do not do this”.

- To what extent does JPMorgan make use of social reinforcement (praise, compliments, general recognition and greater attention) to motivate employees to engage in CSR?

“We focus more here. We ensure we select projects that are exciting and aligned to the areas that our staff shows the most interest. We scope the projects to align to the skills we need to develop. We showcase success stories to our senior staff to give the volunteers unique exposure to them. We provide language to managers to use in performance evaluations for their employees that are volunteering. Many of our employees are focused on building their skills. We ensure they have that opportunity to build those skills on strategically scoped projects and pair them with more senior staff to get mentoring and guidance along the way”.

- To what extent does JPMorgan make use of training and education to motivate employees to engage in CSR?

“We do not do this specifically, we do give employees space to build their skills”.

- Is there anything else you would like to add when it comes to JPMorgan’s organizational influences to motivate your employees to engage in CSR?

“We often will showcase past successes. It is important to our employees to see and understand the impact of their work in the social sector. They don’t want to volunteer and then have their work end up on the digital shelf”.

9.6 Appendix F – reliability analyses

9.6.1 SPSS output for instrumental* motives’ reliability analysis

Case Processing Summary		
	N	%
Valid	25	89.3
Cases Excluded ^a	3	10.7
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Table 16. Case processing summary instrumental*.

Item Statistics			
	Mean	Std. Deviation	N
Earning more money for JPM motivates me	2.76	.970	25
Get promotion motivates me	2.72	.936	25
Gaining prestige for JPM motivates me	3.24	1.052	25

Table 17. Item statistics instrumental*.

Inter-Item Correlation Matrix			
	Earning more money for JPM motivates me	Get promotion motivates me	Gaining prestige for JPM motivates me
Earning more money for JPM motivates me	1.000	.565	.508
Get promotion motivates me	.565	1.000	.156
Gaining prestige for JPM motivates me	.508	.156	1.000

Table 18. Inter-item correlation matrix instrumental*.

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Earning more money for JPM motivates me	5.96	2.290	.703	.501	.268
Get promotion motivates me	6.00	3.083	.405	.343	.672
Gaining prestige for JPM motivates me	5.48	2.843	.379	.284	.722

Table 19. Item-total statistics instrumental*.

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
8.72	5.293	2.301	3

Table 20. Scale statistics instrumental*.

9.6.2 SPSS output for relational* motives’ reliability analysis

Case Processing Summary		
	N	%
Valid	25	89.3
Cases Excluded ^a	3	10.7
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Table 21. Case processing summary relational*.

Item Statistics			
	Mean	Std. Deviation	N
Friendship creation motivates me	3.88	1.054	25
If manager engages I am motivated	3.32	1.145	25
Inspiring co-workers motivates me	3.72	.737	25

Table 22. Item statistics relational*.

Inter-Item Correlation Matrix			
	Friendship creation motivates me	If manager engages I am motivated	Inspiring co-workers motivates me
Friendship creation motivates me	1.000	.413	.009
If manager engages I am motivated	.413	1.000	.308
Inspiring co-workers motivates me	.009	.308	1.000

Table 23. Inter-item correlation matrix relational*.

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Friendship creation motivates me	7.04	2.373	.311	.186	.438
If manager engages I am motivated	7.60	1.667	.513	.264	.016
Inspiring co-workers motivates me	7.20	3.417	.196	.112	.583

Table 24. Item-total statistics relational*.

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
10.92	4.493	2.120	3

Table 25. Scale statistics relational*.

9.6.3 SPSS output for moral motives’ reliability analysis

Case Processing Summary		
	N	%
Valid	25	89.3
Cases Excluded ^a	3	10.7
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Table 26. Case processing summary moral.

Item Statistics			
	Mean	Std. Deviation	N
I am motivated to + corp morality	3.84	1.143	25
I am not motivated to + personal moralities	4.40	.764	25
I am motivated to + team morality	3.88	.833	25
I am not motivated to + corp morality	3.88	.833	25
I am motivated to + personal morality	4.48	.586	25
I am not motivated to + team morality	3.56	.917	25

Table 27. Item statistics moral.

Inter-Item Correlation Matrix						
	I am motivated to + corp morality	I am not motivated to + personal moralities	I am motivated to + team morality	I am not motivated to + corp morality	I am motivated to + personal morality	I am not motivated to + team morality
I am motivated to + corp morality	1.000	.076	.285	.285	.119	.367
I am not motivated to + personal moralities	.076	1.000	.210	.406	.950	.440
I am motivated to + team morality	.285	.210	1.000	.519	.208	.692
I am not motivated to + corp morality	.285	.406	.519	1.000	.379	.638
I am motivated to + personal morality	.119	.950	.208	.379	1.000	.332
I am not motivated to + team morality	.367	.440	.692	.638	.332	1.000

Table 28. Inter-item correlation matrix moral.

Item-Total Statistics					
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am motivated to + corp morality	20.20	9.083	.312	.228	.816
I am not motivated to + personal moralities	19.64	9.573	.504	.938	.744
I am motivated to + team morality	20.16	9.057	.557	.560	.730
I am not motivated to + corp morality	20.16	8.723	.635	.455	.710
I am motivated to + personal morality	19.56	10.257	.517	.930	.748
I am not motivated to + team morality	20.48	7.927	.731	.738	.679

Table 29. Item-total statistics moral.

Scale Statistics				
Mean	Variance	Std. Deviation	N of Items	
24.04	12.540	3.541	6	

Table 30. Scale statistics moral.

9.6.4 SPSS output for intrinsic motives' reliability analysis

Case Processing Summary

	N	%
Valid	25	89.3
Cases Excluded ^a	3	10.7
Total	28	100.0

a. Listwise deletion based on all variables in the procedure.

Table 31. Case processing summary intrinsic.

Item Statistics			
	Mean	Std. Deviation	N
I like engaging in CSR	4.64	.569	25
I do not like working with new people	4.44	.507	25
I do not like engaging in CSR	4.64	.569	25
I like the positive feeling CSR gives me	4.56	.507	25
I like working with new people	4.52	.586	25
I do not like the positive feeling CSR gives	4.72	.458	25

Table 32. Item statistics intrinsic.

Inter-Item Correlation Matrix						
	I like engaging in CSR	I do not like working with new people	I do not like engaging in CSR	I like the positive feeling CSR gives me	I like working with new people	I do not like the positive feeling CSR gives
I like engaging in CSR	1.000	.283	.871	.584	.585	.716
I do not like working with new people	.283	1.000	.283	.461	.601	.373
I do not like engaging in CSR	.871	.283	1.000	.584	.585	.716
I like the positive feeling CSR gives me	.584	.461	.584	1.000	.663	.524
I like working with new people	.585	.601	.585	.663	1.000	.410
I do not like the positive feeling CSR gives	.716	.373	.716	.524	.410	1.000

Table 33. Inter-item correlation matrix intrinsic.

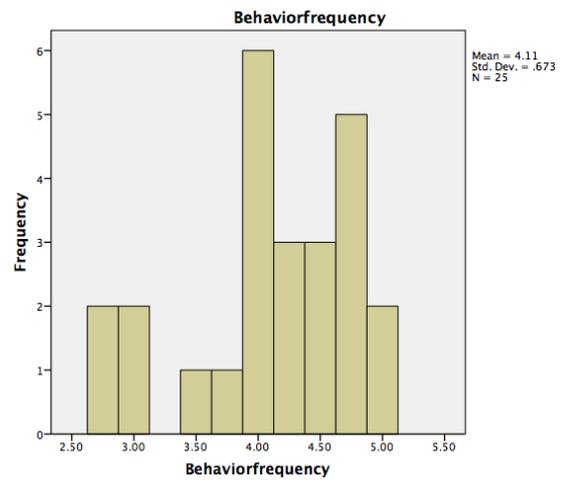
Item-Total Statistics					
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I like engaging in CSR	22.88	4.277	.777	.790	.844
I do not like working with new people	23.08	5.077	.479	.447	.891
I do not like engaging in CSR	22.88	4.277	.777	.790	.844
I like the positive feeling CSR gives me	22.96	4.623	.710	.528	.856
I like working with new people	23.00	4.333	.717	.646	.855
I do not like the positive feeling CSR gives	22.80	4.833	.687	.613	.861

Table 34. Item-total statistics intrinsic.

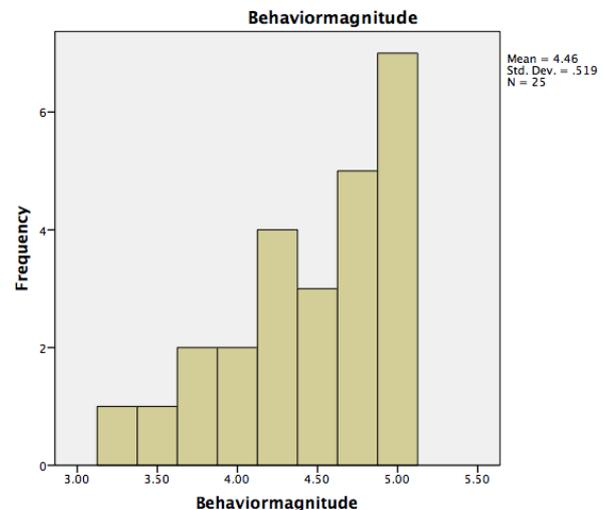
Scale Statistics				
Mean	Variance	Std. Deviation	N of Items	
27.52	6.427	2.535	6	

Table 35. Scale statistics intrinsic.

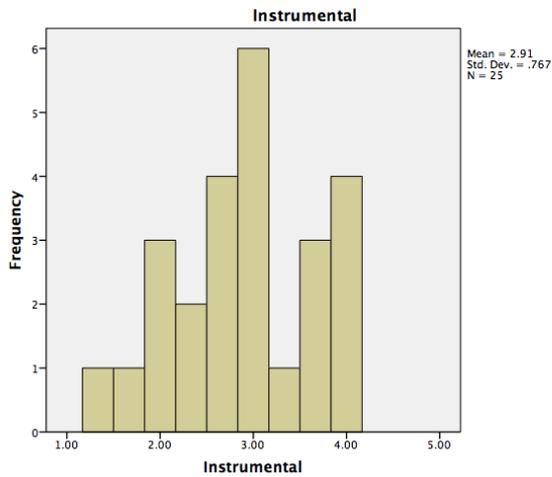
9.7 Appendix G - frequency analyses



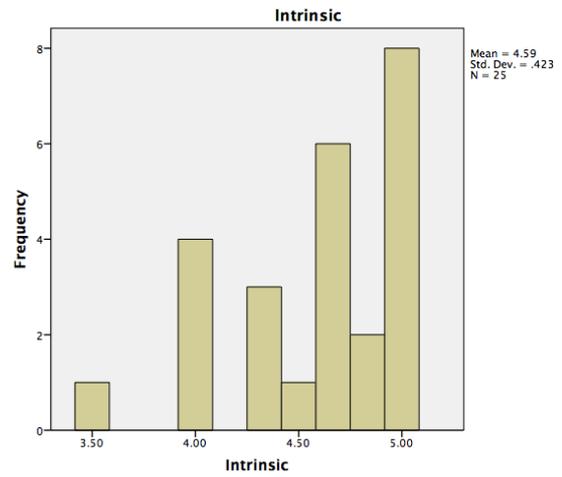
Histogram 1. 'Behaviorfrequency' frequency analysis.



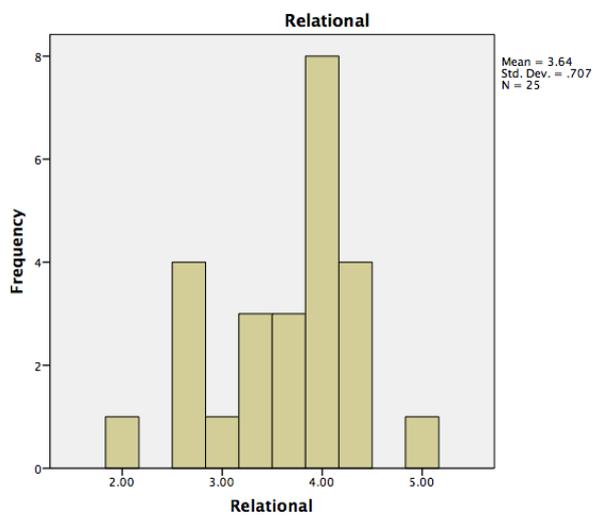
Histogram 2. 'Behaviormagnitude' frequency analysis.



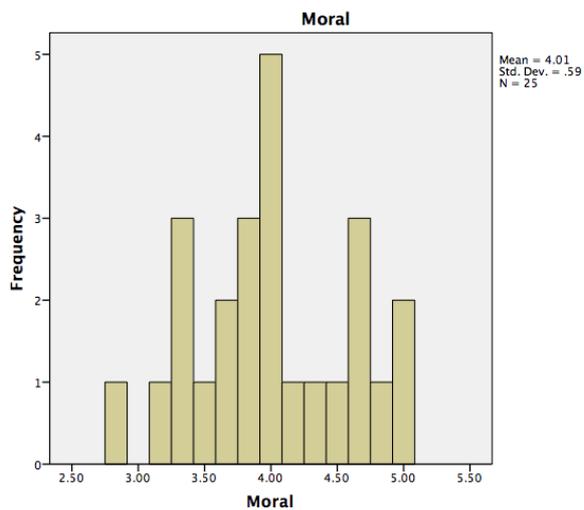
Histogram 3. 'Instrumental*' frequency analysis.



Histogram 6. 'Intrinsic' frequency analysis.



Histogram 4. 'Relational*' frequency analysis.



Histogram 5. 'Moral' frequency analysis.

9.8 Appendix H – regression analyses

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	.478	1.516		.316	.756	
1 Instrumental	.061	.201	.069	-.301	.766	
Relational	-.152	.257	-.160	-.594	.559	
Moral	.024	.315	.021	.076	.940	
Intrinsic	.854	.353	.535	2.419	.025*	

a. Dependent Variable: Behaviorfrequency

Table 36. Regression analysis 'behaviorfrequency' versus independent variables.

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	1.044	1.030		1.014	.323	
1 Instrumental	.170	.136	.251	1.243	.228	
Relational	-.212	.175	-.288	-1.213	.239	
Moral	-.014	.214	-.016	-.065	.949	
Intrinsic	.817	.240	.666	3.408	.003**	

a. Dependent Variable: Behaviormagnitude

Table 37. Regression analysis 'behaviormagnitude' versus independent variables..

