

Faculty of Behavioural, Management and Social Sciences
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Effect of corporate social responsibility on job satisfaction among employees of a marketing agency

Submitted by: Johanna Herale
s2092441

1st supervisor: Prof. dr. M. D. T. de Jong

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Abstract

Purpose - In this study, the relationship between corporate social responsibility and internal job satisfaction, perceived external prestige, organizational identification, job engagement, and internal work motivation is investigated. This study was conducted at and for Advise in Almelo, a digital marketing agency, that wants to implement CSR practices but also wants their employees to get satisfaction and internal enjoyment out of such practices.

Method - Two online cross-sectional surveys were used to gather pre- and post-measurements. In between those surveys, a two-week experiment was held where employees engaged in a CSR-related activity. Further, three focus group sessions were held, the first two to collect general impressions about the employee's perception of CSR and to state hypotheses as to what they think it would do to their satisfaction. The third session was held after the experiment to confirm or deny the previously stated hypothesis.

Results - It was found that CSR practices indeed increase the internal job satisfaction of the employees. The qualitative measurement could not fully prove that it had a statistically significant effect on internal work satisfaction, however, the survey showed a significant difference between the pre- and post-measurements. Similar results were found for organizational identification.

Theoretical and practical implications – The findings provide positive insights into internal job satisfaction and its relation to CSR. However, for Advise, several factors are still open for further investigation on how to implement such activities successfully and with the agreement of the employees.

Keywords: Corporate social responsibility, job satisfaction, organizational identification, internal work motivation, job engagement, perceived external prestige, digital marketing agency



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1. Introduction


The concept of corporate social responsibility (CSR) has been a topic of research for almost a century. It was already captured in the 'Berle-Dodd debate' of 1932. Then, Berle (1931) argued that the actions of a company should be held accountable to its shareholders only, whereas Dodd (1932) found that organizations needed to be held accountable for both, their stakeholders, and the society they operate in. However, just like all other areas of life, the field of CSR developed throughout the years resulting in different constructs related to the concept. A few subjects that are being focused on are, for instance: consumer purchase intention (Kamran et al., 2012), financial performance (Aga et al., 2012), increased reputation (Kim, 2019), and improved capabilities of an organization (Sharma & Vredenburg, 1998).

Engaging in CSR practices has grown in popularity and importance, due to increasing demands from consumers, society, and legislative systems (Kong et al., 2021). Hence, companies need to meet their legal, economic, and ethical standards (Chiang, 2010). The concept of corporate social responsibility can, according to Lo (2010, p. 2013) be referred to as a "voluntary business activity". Those activities include social, economic, and environmental concerns and facilitate the interaction between companies and their respective stakeholders.

Another concept that has gained more popularity, considers the fact that fostering employee satisfaction can be pivotal for both the employer and the employee (Budie et al., 2019; Toropova et al., 2021). Over the years, various studies have made it clear that employee satisfaction is indeed a relevant factor when it comes to, for example, productivity and organizational performance (e.g., De Been & Beijer, 2014; Lee & Brand, 2005).

In the past, there have been many authors researching the assumed link between CSR and employee satisfaction. Li, Zhang, Wu, and Peng (2020) showed that there is indeed a connection between corporate social responsibility, employee well-being, and identification with the organization. However, a just-published study by Miethlich et al. (2022) showed, that factors such as Covid-19 can also have an influence on the perceptiveness regarding CSR practices when it comes to the employees. Their study showed that employees who were highly satisfied with their company's engagement in CSR practices before the pandemic are now more focused on material security rather than the responsibility the company has to its environment. This is led back by the fact that society seems to have shifted to a more disconnected and individualized way of living.

The marketing agency 'Advise' in Almelo, the Netherlands, wants to know whether such findings can also be applied to their employees or if they would benefit from engaging in CSR



practices on an internal level. Therefore, this study tests the organization-related attitudes such as organizational identification and internal work motivation concerning CSR practices.

Research question

The main research question in this paper is:

"How does implementing CSR activities affect employees of a marketing agency? "

The sub-questions are:

"How does the implementation of CSR affect the intrinsic work motivation of employees of a marketing agency?"

"How does the implementation of CSR affect the employee's organizational identification with their employer?"

"How does the implementation of CSR affect the job engagement of the employees of a marketing agency?"

"How does the implementation of CSR affect the perceived external prestige of the employees of a marketing agency?"

The findings of this study contribute to the lack of research on changes in internal feelings within employees of an organization if that organization decides to participate in corporate social responsibility activities with the active involvement of the employees. Insights will be provided on what organizations, specifically Advise, can do to motivate and stimulate their employees in engaging in CSR. Further, as the results are compared to each other, new insights will be provided on how CSR practices affect the internal attitudes of employees.



2. Theoretical framework

The connection between corporate social responsibility and employee satisfaction has been the subject of interest in previous studies. This chapter will explain these terms and their assumed connection with each other. Next to that, it will be elaborated on the main findings of corporate social responsibility and its connection to organizational communication and internal stakeholders.

2.1 Overview of corporate social responsibility

The attention that the concept of corporate social responsibility has received over the years has increased significantly in recent years. More and more companies utilize corporate social responsibility (CSR) for their benefit (Kong et al., 2021). Early on, it was recognized that a company's profitability and stand in the market are influenced by its willingness to take on the responsibility for the social, economic, and environmental consequences they cause (Collier & Esteban, 2007). This is also how CSR can generally be described. It concerns the way an organization behaves in its environment, both negatively and positively (Reckmann, 2022). Du, Bhattacharya, and Sen (2010) defined CSR broadly as committing to improving society's well-being by discreetly practicing actions that contribute to society's conscious market environment. They further state that companies are devoting more and more of their resources to social recipients. Those could concern community foundations, environmental protection, or business that act in socially responsible practices. Agreeing with that, the World Business Council for Sustainable Development (WBCSD) (2001) defines CSR practices as an organization's dedication to assisting in the development of sustainable economics in connection with their employees, their relatives, and local communities. Hence, the idea of CSR is that organizations fulfill their obligation to always consider and work towards the goal of meeting the needs of a wide range of stakeholders.

However, not all companies engage in CSR because they believe that they need to take on the responsibility they have as a business. Many CSR efforts are instead driven by the multi-faced business returns that potentially hail from an engagement in CSR practices (Du, Bhattacharya, & Sen, 2010). According to Farooq et al. (2014), a business's CSR involvement can be structured in four different core categories: customer orientation, employee orientation, environment orientation, and philanthropy orientation. Their study showed that out of those four components, employee orientation seems to be the strongest predictor of an employee's trust and identification with the organization.



2.1.1 Effects of CSR

Despite the awareness that CSR has gotten over the years, opinions still differ about its usefulness, applicability, and actual relation to a company's perceived external benefits (Jamali & Mirshak, 2007).

An aspect that can be considered an important factor for companies to engage in CSR practices is the assumed increase in financial performance. Even though it could be assumed to have an influence, many studies have been inconclusive in the past (Salzmann et al., 2005). Although Margolis and Walsh (2003) also found mixed results in their study of the relationship between 'corporate social performance' and 'corporate financial performance', they concluded that the positive relationship dominated. Salzmann et al. (2005) argue that the reason for those mixed results could be that CSR could have both a negative and positive effect on financial performance, but it would depend on the company's positioning within the scope of possibilities.

Another important factor that plays a role in a company's success is how the outside world perceives that company. CSR practices can influence that perception since research has shown that there is a positive correlation between CSR and a company's image and reputation. According to Grey and Balmer (1998, p. 696), 'image' can be described as "the mental picture of the company held by its audiences" and reputation concerns the personal experiences and judgments of the company's stakeholders. They conclude that whilst images are prone to change quickly, reputations are established over time and are influenced by the organization's consistency of performance and communication throughout time. The relationship between CSR and reputation is also supported by Schwaiger (2004) and Fombrun & Wiedmann 2001, who also found support for the claim that CSR is an influencing factor in a company's reputation.

A company's engagement in CSR activities may indicate them acting responsibly with their environment which in turn could lead to the perception of them being a good employer. Backhaus, Stone, and Heiner (2002) point out that more and more job-seekers value factors such as environmental concern, community relationships, and the perceived importance of diversity when looking for organizations to work for. This can be supported by Greening and Turban (2000) who found that people are more likely to join companies that are associated with a positive CSR engagement. More recently, Barrena-Martínez et al. (2015) found that college graduates experience more attraction and connection to those companies who take importance in ethical and responsible approaches within their CSR involvements. Thus, organizations that engage in CSR can expect to attract skilled employees, avoid turnover rates, and foster employee commitment (Barakat et al., 2016).



Companies seem to be increasingly focused on engaging in external CSR activities to manage the external and internal stakeholder perceptions of their CSR efforts. Organizations are, therefore, seen as having to take responsibility for the environment or other external groups through CSR. However, it could be argued that their most important responsibility lies within their company, namely in its employees (Carlini & Grace, 2021). Centering the CSR approach around the employees and actively engaging them, shows to be crucial when trying to solidify the organization's CSR values (Carlini et al., 2019). Such an approach could lead to the employees being more satisfied.


Next to that, the concept of job satisfaction is something that also has gotten more popular in recent years. Companies put more value on their employee's satisfaction since it was proven to stand in relation to productivity (Toropova et al., 2021; van der Voort, 2004). The definition of "job satisfaction" that has been used most frequently was provided by Locke (1976, p. 1304), who defines it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". However, job satisfaction can also be defined as an attitude. This way, it could be defined as "a positive (or negative) evaluative judgment one makes about one's job or job situation" (Weiss, 2002, p. 175).

2.2 CSR and internal effects on employees

Similar to the fact that job satisfaction has become more important to both employees and employers (Toropova et al., 2021), an increasing number of researchers are studying the internal effects CSR can have on organizations. For example, regarding employee engagement (Glavas, 2019), creative involvement (Glavas & Piderit, 2009), or trust and internal motivation (Loor-Zambrano et al., 2022).

The aforementioned attraction to companies that engage themselves in CSR practices can be explained by people's need to find a purpose and to be part of something bigger. This is supported by Jones et al. (2014), who state that people might experience pride when affiliating themselves with organizations that are committing to CSR practices. They further state that people might feel like their values are matched with the companies and since they seem to take responsibility for their environment that they will also be treated with responsibility. Furthermore, Ali et al. (2010) found highly significant connections between CSR and employees' organizational commitment and performance.

As concluded earlier, an organization's involvement in CSR can have both monetary and non-monetary benefits. Depending on the company's goal, those benefits might be able to influence the employee's satisfaction at the company.




This study focuses on the non-monetary benefits, namely the attitudes of job satisfaction, intrinsic motivation, identification with the company, and perceived external prestige, and job engagement, which will be tested on their relation to CSR practices. Existing literature suggests that these attitudes are connected to CSR on some level (Barakat et al., 2016), however, they have not been tested specifically on the employees of the company 'Adwise'. As the employees of Adwise are the key stakeholders, in this case, the study took place on-site at the company's office facilities.

Job satisfaction

As earlier established, the concept of Job satisfaction reflects the employees' attitude towards their company and their internal feelings (Landis et al., 2015). When employees connect positive emotions to their work, company, and the requirements and characteristics of their job, their job satisfaction is high (Robbins & Judge, 2015). According to Robbins and Judge (2015), several factors have the possibility to influence the employees' perceived job satisfaction. Those factors can be summarized under the nature of the job, administration, salary, opportunities for advancement, and relationships. On the other hand, there are also factors that can influence job satisfaction negatively. Barakat et al. (2016) state that stress can cause employees to be less satisfied with their work. This could even lead to a decrease in their performance. The expected increase in efficiency, profit, and satisfaction can also lead to an improved work environment which again has an impact on employees' job satisfaction (Landis et al., 2015).

Research has shown that job satisfaction and CSR activities can be positively associated with each other (Valentine & Fleischman, 2008). More recently, Mascarenhas et al. (2020) have confirmed the positive relationship between job satisfaction and CSR practices. According to Barakat et al. (2016), a reason for the positive connection could be that CSR can have a positive influence on the company's image and reputation, which then influences the employees. It is also argued that CSR activities come with certain values that, when converted into actions, policies or decisions, have the possibility of enhancing a feeling of pride within the employee. This feeling can then also lead to heightened job satisfaction (Pérez et al., 2018).

It can be noted that it would be beneficial for the employee's job satisfaction if they are indeed aware of CSR activities happening at the company. Research showed that the awareness of CSR policies might be more important than the policies themselves since they could be misunderstood by the employees (Ellis, 2009). If the employees are not consciously aware of their company engaging in CSR activities, they won't have an impact on their well-



being or job satisfaction. Furthermore, the misunderstanding of such concepts could lead to frustration which would mean a decrease in job satisfaction (Ellis, 2009).


Internal work motivation

Companies expect more and more from their employees. They need to be excellent, capable, and hard-working, with a desire to achieve the optimal outcome for the company (Basit et al., 2018). This means, that employees need more than just to be motivated to work. They need to have internal motivation to stimulate the desire to work hard and to be enthusiastic in their job. Basit et al. (2018) showed that an employee who is internally motivated to do their work well can be assumed to be more productive. This was already supported by Oldham (1976), who stated that a positive and significant relationship can be found between the variables of internal motivation and the employee's work quality, quantity, and effort.

To be internally motivated to work, employees need to be fulfilled by what they do. One aspect of such fulfillment can be related to the company's reputation (Pérez et al., 2018). So far, there has not been much research on the connection between CSR activities and the internal motivation of employees, however, Hur, Moon, and Ko (2018) examined the relationship between CSR practices and employee creativity with intrinsic motivation as one of the influencing factors. They state that employees who are working for a socially responsible organization are more likely to be intrinsically motivated to complete their work as they realize that they share similar socially conscious values as their employer. They also state, that if employees are intrinsically motivated due to their company engaging in CSR, they tend to take a more proactive approach and view problems from an innovative point of view.

Identification with the company

People tend to develop different identities, depending on the environment and the people surrounding them. According to Gautam et al. (2004), an employee's identification with their company is a very specific one. They refer to Patchen (1970) whose identification theory consisted of three components: loyalty, similarity, and membership. Pratt (1998) adds that employees identify with the company they work for when they share the same values and beliefs of that organization. Bartels et al. (2006) further state, that it is also important for the employees to feel acknowledged and valued as important members of the organization. The more those beliefs are shared and the more the employees identify themselves with the company they work for, the more likely they are to think and act from the company's perspective (Ashforth & Mael, 1989). However, identification with an organization can be




important for multiple reasons. Elsbach and Glynn (1996) state, that it can enhance an employee's willingness to strive for company goals and it can influence the willingness to also stay with the company (Scott et al., 1999). Next to that, on an external note, organizational identification can lead to the employee spreading a more positive image of the company (Bhattacharya et al., 1995). Lastly, with increased identification, employees might be more open to cooperating with other members of the company to reach the company's goal (Dutton et al., 1994).

Another concept that is closely linked to organizational identification is organizational commitment. However, prior research has concluded that those are two entirely different concepts (Mael & Tetrick, 1992). Jetten et al. (2002) have found that high organizational identification has a positive influence on long-term organizational commitment. Their study showed, however, that for this outcome to be achieved it is relevant whether employees primarily identify with their workgroup or with the company as a whole. Previous research has also shown that organizational identification is linked to other aspects of organizational life. It was, for example, suggested that increased identification has the capability of positively affecting job satisfaction and negatively affecting turnover (O'reilly & Chatman, 1986). In terms of external perception of the company, Katrinli et al. (2009) have found in their study, that job involvement is positively linked to the employee's organizational identification. They also state that if employees assume the company to have a positively viewed external image they more willingly identify with the company. This shows, thus, that perceived external prestige can influence organizational identification.

To achieve such a positive external image and to get employees to positively identify with the company's goals and values, organizations can fall back on several resources. According to Fu et al. (2014), implementing CSR practices can enhance said identification positively. This is confirmed by Gond et al. (2010), who point out that if the internally promoted CSR activities stand in line with the values of the employees, increased identification can be expected. Using CSR practices as a strategic management tool is also possible since it is proven to strengthen the feelings of identification towards the company (de Roeck et al., 2016). An organization that actively shows that they care and are aware of social and environmental issues, and consequently strives to better the current state of said environments, can expect their employees to feel a strengthened identification and motivation towards the organization (Wissmann, 2013, in Casey & Sieber, 2016).

Perceived external prestige




Members of an organization develop their view on the company from an internal perspective, whereas outsiders develop such a view from an external perspective. When evaluating and assessing the outsider's view from the inside, one is concerned with perceived organizational prestige. This assessment is based on various aspects which form the picture outsiders develop when building their assessment of the company's prestige (Carmeli, 2005). Sulentic et al. (2017) confirmed that when stating that perceived external prestige concerns the interpretation of the reputation of the company they work for. Perceived external prestige should not be mistaken with reputation, however, since reputation concerns the external image the company portrays to the outside and perceived prestige refers to the beliefs the employees hold about how the company is seen by the outside (Sulentic et al., 2017). Kim et al. (2010) add that through perceived external prestige, employees indirectly determine and influence the image of the organization, through the outsider's view of the organization. Hence, they can influence the reputation and image of the company indirectly.

Carmeli (2005) distinguishes between two forms of perceived external prestige, namely social and economic. Their study showed that both forms of perceived external prestige influence the employee's affective commitment to their company. Through a combination of high levels of said affective commitment and job satisfaction, the possible intention to leave the company can be significantly decreased, because employees perceive that the organization, they work for is to be respected and appreciated by external parties (Carmeli & Freund, 2009). Like many other things, perceived organizational prestige has multiple dimensions that should be considered. Sulentic et al. (2017) identified those dimensions to concern the organizational climate, the way employees are treated, the organization's social impact on their close environment, and past successes and its current position on the market.

Many companies engage in corporate social responsibility because it is known to have an impact on the actual reputation of a company (e.g., Esen, 2013; Singh & Misra, 2021). When an organization is perceived as socially responsible and a positive image is created, employees can also develop feelings of pride, identification, and openness to being associated with their company (De Roeck & Delobbe, 2012). They also note, that more and more external stakeholders pay attention to the company's social activities and judge an organization based on its reputation and its members. Hence, employees and possible applicants pay steadily increasing attention to whether companies engage in such activities.

Job engagement



Employees who are engaged in their jobs, who are enthusiastic, proud, and involved in their daily work tend to deliver better results. Roberts and Davenport (2002) pointed out that job engagement is closely related to organizational commitment since employees who are committed to their jobs also tend to be more engaged. Saks et al. (2021) state, that the concept of job engagement can be seen as a “multidimensional motivational state” (p.21). They also point out that, compared to constructs like job satisfaction, job engagement can be seen as a more holistic and complete representation of the self.

Research on job engagement and CSR practices is relatively sparse. However, a few studies have shown that a positive relationship between CSR and job engagement can be established (Glavas & Piderit, 2009; Glavas, 2012). The former also found that through experiencing positive CSR experiences, the effect of job engagement was strengthened by the employee’s perceived importance of CSR. Since CSR practices allow companies to go further than just a written mission statement, a positive signal could be sent to the employees. Hence, by finding greater meaning and value congruence at work, the relationship between CSR and job engagement can also be strengthened (Glavas, 2016).

Both concepts, job satisfaction, with all its different attitudes, and corporate social responsibility are undeniably linked to one another, since job satisfaction can quickly be impacted by a company’s actions, including those relating to CSR. An organization's actions that benefit society, the environment, or other stakeholders can lead to an employee feeling positive emotions, such as pride, fulfillment, motivation, and enthusiasm for their employer (El Akremi et al., 2015; Onkila, 2015). It is, therefore, of interest, to find out whether the given study can confirm those findings and see whether CSR influences job satisfaction in employees, with special attention given to internal work motivation, perceived organizational prestige, job engagement, and organizational identification.

3. Method

3.1 Research Context

The research sample was drawn from employees of the digital marketing agency “Adwise” in Almelo, the Netherlands. In the months before the study, a relationship had already been established with the employees and directors of the company, through a six-month internship. Hence, researcher and employees knew each other well, which meant that the employees could feel comfortable when sharing meaningful information.

The sample included employees only. The management level was explicitly excluded since they put the study in progress and were interested in their employee’s opinions on the matter. However, arranging the study was executed in collaboration with some directors and the financial department. It was decided, to carry out a pilot project with the employees, to assess whether implementing CSR influences their job satisfaction. After some considerations and different ideas as to what kind of CSR activity could be executed, it was chosen to carry out a walking challenge to donate money. The challenge would be conducted with help of the Dutch Brain Foundation (Hersenstichting) and their ‘Ommetje’-app. The app is designed to track your walks and allows you to compete against others. However, they also have a specific app, designed for business, where teams or departments compete against each other intending to reduce stress and increase the team spirit.

Measuring the impact that the challenge would have on the employees, was done through qualitative and quantitative data collection. To measure the different variables, a cross-sectional survey was sent out in the beginning and the end, and to dive deeper into the employee's understanding and perception of CSR, focus group sessions were held before and after the experiment.

To visualize the instruments, a model was developed, which is shown in figure 1. To grasp this mixed method and its applied measures and scales, the chapter is split into two sections. Firstly, the questionnaire will be presented, including elaborations on the instruments, scale construction, procedure, and participants. The same will be done with the focus group.



Figure 1 Applied measures model



3.2 Questionnaire

3.2.1 Research design

To measure the different variables, a cross-sectional survey was created using the online tool Qualtrics. The survey was sent out in the beginning before any communication with the employees about the project happened to gather unbiased pre-measurement data. The same survey was then sent out in the end, after the data collection, for the post-measurement results.

Since it could not be guaranteed, that every participant who took part in the first survey also would take part in the second, it was chosen to not link the data to each other. Hence, both samples are treated as independent samples.

Before any data collection, however, the research had received ethical approval from the Ethics Committee of the faculty of Behavioral Management and Social Sciences of the University of Twente. The data was then collected in two periods, from 05/04/2022 to 14/04/2022 and from 01/06/2022 to 14/06/2022.

3.2.2 Measures


To measure the different variables, the questionnaire was based on previously conducted research to support its reliability. The constructs were measured using a 5-point Likert scale ranging from 1 (agree) to 5 (disagree). An overview of all items can be found in appendix A.

Job satisfaction

This construct measures the general extent to which employees are satisfied with their job. The scale was based on the items that were used in Camman, Fichmann, Jenkins, and Klesh (1983). It contained three items, including one reversed one. Two of the statements that were used were: *"Overall, I am satisfied with my job"* and *"In general, I don't like my job (R)"*.

Internal work motivation

The construct of internal work motivation was used to answer the question as to what motivates an employee to do their work. It was based on Grant (2008) and contained four items. Two of those were: *"Because I find the work engaging"* and *"Because I enjoy the work itself"*.



Organizational identification

The third construct addressed the extent to which the employees feel like they identify with their organization, hence, Adwise. The items of this construct were based on items by Mael and Ashforth (1992) and six items were used. Two of those items were: *"Adwise's successes are my successes"* and *"When someone praises Adwise, it feels like a personal compliment"*.

Job engagement

The construct of job engagement is measured with two sub-constructs, emotional and physical engagement. They were used to describe the nature of the relationship between Adwise and the employees. Each sub-construct contains six items, and they were based on research by Rich, Lepine, and Crawford (2010). Physical job engagement includes items like: *"I devote a lot of energy to my job"* and *"I strive as hard as I can to complete my job"*, whereas emotional job engagement contains items such as: *"I feel positive about my job"* or *"I feel energetic at my job"*.

Perceived Organizational Prestige

The fifth construct was used to explore the way the employees interpret and assess Adwise's reputation. It was again based on Mael and Ashforth (1992) and included five items and two reverse-coded items. Two of the items were: *"People in my environment think highly of Adwise"* and *"Adwise is considered one of the best digital marketing agencies"*.

Social and environmental responsibility

The construct of social and environmental responsibility was implemented to assess how the employees perceive Adwise and any previously existing efforts and activities regarding CSR. The three used items were based on Fombrun, Gardenberg, and Sever (2000). Two of the used items were: *"Adwise supports good causes"* and *"Adwise is an environmentally responsible company"*.

3.2.3 Scale Construction

The proposed constructs must be statistically reliable and valid to reflect reality and ensure meaningful results. To ensure that, a factor analysis with a Varimax (orthogonal) rotation was run, followed by the calculation of Cronbach's Alpha.

Factor Analysis



In the factor analysis, using SPSS, six factors could be recognized at a first glance. However, not all constructs were recognized in their original way, for example, the construct *Emotional Job Engagement* was rather seen as belonging to *Internal Work Motivation* than standing alone.

To further increase the reliability of the construct, a few items were removed. For *Physical Engagement*, item V19 was excluded and for *Perceived External Prestige*, only V28 and V30 were kept in the construct. Within *Organizational Identification*, V9-10 were excluded. Two of the three items within *Job Satisfaction* also measured more than one construct. However, to be able to keep the construct, V3 and V31 of the construct *Social Responsibility* were merged to create a new construct.

The final explained variance of the six constructs was 68.8% with .81 on the KMO and Bartlett's test. Since an explained variance above 50% can be considered good, the constructs in this research can be seen as valid. The results of the final factor analysis can be found in appendix B and the pattern matrix can be found in table 1.

Table 1 *Rotated Component Matrix*

		Factor analysis					
		1	2	3	4	5	6
V23	I am proud of my job.	.815					
V25	I am excited about my job	.804					
V20	I am enthusiastic in my job	.791					
V4	Because I enjoy the work itself.	.754					
V22	I am interested in my job.	.753					
V24	I feel positive about my job.	.752					
V7	Because I enjoy it.	.745					
V6	Because I find the work engaging	.707					
V5	Because it's fun.	.660					
V21	I feel energetic at my job.	.657					
V18	I strive as hard as I can to complete my job.		.837				
V17	I try my hardest to perform well on my job.		.769				
V14	I work with intensity on my job.		.723				
V15	I exert my full effort to my job.		.703				
V16	I devote a lot of energy to my job.		.608				
V8	When someone criticizes Advise it feels like a personal insult.			.851			
V13	If a story in the media criticized Advise, I would feel embarrassed.			.791			
V12	When someone praises Advise, it feels like a personal compliment.			.774			



	Advise maintains high standards in the way it treats	.787
V33	people.	
V3	In general, I like working here.	.732
V31	Advise supports good causes.	.876
V32	Advise is an environmentally responsible company.	.873
	People from other digital marketing agencies look down	
V28	at Advise	.814
	People who are seeking to advance their career, should	
V30	downplay their relationship to Advise.	.797
Rotation Model: Principal Component Analysis		
Extraction Method: Varimax with Kaiser Normalization		
Rotation converged in 6 iterations.		

Cronbach's Alpha

Following that, through the calculation of Cronbach's alpha, it was shown that all created constructs were reliable (see table 2). The highest score was found for the new construct *Internal Satisfaction* with an alpha of .93 (N of items = 10). The lowest score could be found for *Perceived External Prestige*, with an alpha of .60 (N of items = 2).

Table 2 *Final constructs reliability check*

Reliability statistics		
	Cronbach's Alpha	N of items
Job Satisfaction	.64	2
Internal Satisfaction	.93	10
Organizational Identification	.80	3
Physical Job Engagement	.83	5
Perceived Organizational Prestige	.60	2
Social and environmental responsibility	.78	2

3.2.4 Procedure

At the start of the survey, participants were asked to give consent to the terms and conditions. Following that, the participants were presented with the questions. In the first part, they were

asked questions about job satisfaction, followed by questions regarding their intrinsic work motivation. Then, questions about organizational job satisfaction and emotional and physical job satisfaction were asked. This part was then concluded with questions about perceived external prestige and social and environmental responsibility. In the last part, participants were asked about their demographics. The full questionnaire can be found in appendix A.

Since the questionnaire was used as a pre-and post-measurement, it was sent out twice, once at the start of the study and once at the end, both times with the same questions in the same order. However, before the post-measurement survey was sent out, an announcement was distributed via email (see appendix D) to inform all employees about the results of the conducted CSR activity. This was done to ensure that everyone was aware of what was going on, even if they did not participate in the activity themselves.

3.2.5 Participants

All participants for this study were employees of Advise in Almelo. This was also the only condition, the participants had to fulfill to take part in the survey. The questionnaire was sent out to all employees, using an internal mailing list that reaches every employee at Advise.

Within the collection of the quantitative data phase, two questionnaires were sent out, hence, two samples of responses were collected. In total, 101 people participated in both surveys, with 65 participants in the first round and 38 participants in the second round. Respondents who did not finish the survey were filtered out ($N = 9$), which then resulted in 62 participants for the first round and 32 for the second (see table 3).

In the first round, 31 participants were male, 26 were female and 5 preferred not to disclose their gender. The ages of the participants ranged from 22 to 50 ($M=29.4$). All the participants were Dutch.

In the second round, 14 participants were male, 17 were female and one preferred not to disclose their gender. The ages of the participants ranged from 23 to 50 ($M=33$). All the participants were Dutch.

Table 3 *Demographics*

Gender			Age	
Male	Female	X	M	SD
n	n	n		



Pre-measurement	31	26	5	29.4	5.8
Post-measurement	14	17	1	33	7.9

3.2.6 Analysis

The analysis of the questionnaires only took place after the second questionnaire was sent out since its purpose was to have a pre-and a post-measurement. However, after the first round of data collection, the data was inspected and cleaned up with the statistical software SPSS. Next, the reverse coded items were adjusted and the questions belonging to the items were grouped into separate categories. After this, a statistical test was run to see how the different constructs affect each other. An independent sample t-test was run, to see whether there were differences between the pre-and post-measurement samples.

3.3 Focus Group

3.3.1 Design


The qualitative side of the data collection consisted of three focus group sessions. It was chosen to conduct focus groups since they allow the researcher to capture the nuances that arise in a conversation between employees that wouldn't be captured in a simple interview or questionnaire.

The sessions were held in two periods, with the first two sessions taking place on two consecutive days (03/05/2022 to 04/05/2022) and the third happening on the last day of the two-week experiment (20/05/2022 to 03/06/2022). At this point, the research had already received ethical approval from the Ethics Committee of the faculty of Behavioral Management and Social Sciences of the University of Twente.

3.3.2 Measurement

For these focus groups, two protocols were created, one for the first two sessions (see appendix D) and one for the last session (see appendix E). The protocols were written beforehand and based on the research questions.

The first protocol contained explorative questions such as *"Why do you think businesses carry out CSR activities?"* or *"What would you say could be the possible benefits of CSR activities for Advise?"*. Furthermore, the participant's willingness to contribute to



such activities was explored through questions like: *"Do you think you would be open to engaging in activities from time to time?"*.

The second protocol was based on the experiences of the CSR activity and on the research question and focused on whether they experienced any internal changes. This was explored through questions like: *"When thinking back two weeks, can you describe whether your feelings in regard to Advise have changed?"* or *"Do you feel that this pilot was connected to Advise, or does it feel like you yourself did something good, apart from Advise?"*. Furthermore, it was circled back to discussions from the first two focus group sessions, by for example asking: *"In the first Focus Group sessions we talked about CSR projects during and outside of working hours. How did you experience that during this project?"* or *"We also talked about whether a reward-system should be necessary, for example with coins that could be traded in for something. What is your stance on that now that you have completed the project?"*.

3.3.3 Scale Construction

To analyze the focus group's reliability, the three recorded sessions were transcribed. These transcripts then need to be coded. This is done to categorize the data and facilitate the analysis. A codebook allows the researcher to do so in a systematic way. The used codebook has 23 codes that were divided into nine main categories (see appendix F). The categories are based on the research questions and constructs of the questionnaire. The codes were developed using a partially inductive and deductive approach.

Cohen's Kappa

To ensure inter-rater reliability and intercoder agreement, ten percent of the transcript was coded by two independent researchers. Based on the coded material, Cohen's Kappa was calculated to ensure the intercoder reliability of the codebook. Cohen's Kappa is used to support the agreement between the researchers and is, hence, a prerequisite to secure that reliable and relevant information was obtained from the data.

The calculation of Cohen's Kappa showed that both researchers agreed sufficiently over all codes (see table 4). It is generally assumed that results over the threshold of .40 can be seen as sufficiently agreed on. Based on this, the previously conceptualized codebook was applied to the whole transcript with the goal to determine the frequency of the codes and discovering patterns that could aid in the following interpretation of the data (Charmaz, 2006).

Table 4 *Cohen's Kappa over the codebook*

Section	Cohen's Kappa
Internal motivation	.812
Job engagement	.624
Work satisfaction	.474
Organizational Identification	.421
Social Responsibility	.516
Engaging in CSR	.755
Perceived Organizational Prestige	.719
Factors influencing willingness to join	.659
Advise internal influences	.553

3.3.4 Procedure

At the start of each focus group session, participants were asked to sign a consent form. An example of these can be found in Appendix F. Due to many employees still working remotely, some took advantage of the offer to join the meeting online.

The first two sessions took approximately 50 minutes, and the participants were encouraged to discuss the topics with each other and to ask questions themselves.

After the first phase of focus group sessions, there was some dialogue with the company as to what kind of CSR activity they wanted to execute. Eventually, it was decided to have a two-week period where 20 participants would try to walk 600km so that 600€ could be donated to the Dutch Brain Foundation. All participants were then invited into a group within the online environment "Slack" where they were introduced to the CSR activity and where they could keep each other motivated.

Following that, the third focus group session was held. Again, a consent form was signed. This session was held online in the online environment "Zoom". Participants were asked to share their experiences and feedback to the past two weeks. They were further encouraged to also share possible negative experiences and points of improvement.



3.3.5 Participants

To gather enough qualitative data, the first two rounds of focus group sessions were held with four participants each. This was chosen based on Krueger & Casey's (2000) suggestion to recruit eight participants, as smaller groups show greater potential to provide the necessary information (in: Lange, 2002). Of those eight, 6 were female and 2 were male. Their ages ranged from 22 to 35 ($M=27$). The participants were selected randomly, based on their volunteering to help the research. Since the study focuses on Adwise's employees and their perception of CSR, the only requirement to participate was to be an employee at Adwise and not be a part of the management team.

The third and final focus group session was held with four participants. Now, however, with participants who also engaged in the first two sessions and in the experiment. Two from the first and two from the second focus group took part. Three of the participants were female and one was male. Their ages ranged from 23 to 33 ($M=26$). Those participants were again chosen on a voluntary basis.

During the two-week experiment, 20 participants joined. Of those participants, eleven were female and nine were male. Their ages ranged from 22 to 41. Those participants were also selected on a voluntary basis.

3.3.6 Analysis

To analyze the data, several steps were taken. Firstly, the recorded focus group sessions were transcribed. Following that, the transcribed data files were imported into the software program Atlas.ti. Within that program, the transcripts were coded. To ensure a structured and categorized dataset, a codebook was created. The data was mostly coded through a mixture of deductive and inductive coding. More specifically, the data was roughly scanned and then divided into fragments. These were then compared to each other and grouped into categories that addressed the same issue. Those categories were then labeled with a code accordingly. This resulted in a codebook that included nine interrelated categories with in total 23 codes.



4. Results

The results have been divided into several sections. It was chosen to present the findings in thematic order. Firstly, the results from the questionnaires are compared to each other. This is then followed by the focus group findings, where the results of the first two and the third session are compared to each other.

4.1 Questionnaire findings

The data that was collected during the first and second round of questionnaires was analyzed by means of an independent sample t-test.

4.1.1 Descriptive statistics: differences between pre and post sample

To get an overview of the results from the questionnaire, an independent sample t-test was run to determine general possible differences between the responses of the pre- and post-measurement samples (see table 5). The results show that only two of the constructs showed a statistically significant significance level of $p < 0.05$. These constructs were job satisfaction and physical job engagement. This means, that the pre- and post-samples assess those constructs as significantly different.

It is notable, that even before the implementation of the experiment, employees seemed to hold a high opinion and experienced general satisfaction at Advise since all scores rank on the *agree* to *slightly agree* mark. This was only improved after the measurement. The mean scores show that positive change in almost all item categories could be registered for the post-measurement sample when compared with the pre-measurement results. Only for perceived external prestige, the mean scores slightly increased. The results also show that there were no significant differences between internal satisfaction, organizational identification, perceived external prestige, and social responsibility. Before, the lowest mean value could be found in the constructs perceived external prestige and social responsibility, with a score of 2.6, whereas the highest-rated constructs were job satisfaction and physical job engagement with a mean value of 1.4. In the post-measurement sample, the construct perceived external prestige also scored lowest, with a value of 2.7 and the constructs Job Satisfaction scored highest with a mean value of 1.1.

Table 5 *Overview descriptive group statistics, independent samples t-test with assumed equal variances and effect size*



	Pre		Post		t-test for equality of means		Effect size
	Mean	SD	Mean	SD	t	Sig.	Cohen's D
Job Satisfaction	1.4	.61	1.1	.29	2.35	.00**	.52
Internal Satisfaction	1.5	.52	1.3	.41	1.54	.12	.48
Organizational Identification	2.2	.79	2.0	.83	1.55	.79	.80
Physical Job Engagement	1.4	.43	1.2	.35	2.13	.03*	.40
Perceived External Prestige	2.6	.95	2.7	1.1	-.10	.30	1.0
Social Responsibility	2.6	.98	2.3	1.1	1.3	.11	1.0
Note. Scale from 1 (agree) to 5 (disagree)							
Note. * = p < .05 level. ** = p < .01 level.							

4.2 Focus group findings


The data that was collected during the focus group sessions is split up into two sections. The first two sessions gathered data that was focused on the exploration of the employee's perception of CSR and hypothetical thoughts as to how it could change their job satisfaction. The third session then focused on their experience within the experiment and, hence, delivers factual results.

The following will elaborate on those results with the help of quotations from the focus group sessions. The findings are divided into different categories. Each category focuses on one of the code groups. Per code group, data from the pre- and post-focus groups are compared to each other. However, not all code groups that were included in the first two sessions were picked up again in the third.

In total, 217 codes were coded (see table 6). Most of them are in the 'Internal Motivation' category, with 'intrinsic motivation' being coded 22 times and 'internal satisfaction' 28 times. The code group 'Social responsibility' was coded least often, with only ten mentions.

4.2.1 Engaging in CSR

At the start of the focus group sessions, the participants were asked what their general thoughts about corporate social responsibility are and what they think of companies who engage in such activities. The code group *Engaging in CSR* includes in total 15 codes that are




split into three categories. Codes belonging to 'Commercial' were found the most with nine mentions, and the codes 'Ethic' and 'CSR Possibilities' were found three times each.

Participants agreed on the fact that they assume corporate social responsibility to stand in connection with ulterior motives. One participant stated that they think that companies *"probably do it for their name, image, and public recognition"*. This was supported by another participant when they stated that companies mostly engage in CSR "for marketing purposes and image" reasons. During the discussion, the question arose whether companies should promote their CSR activities on social media platforms like LinkedIn or Instagram. Participants were torn and could not fully agree if the display of such activities would be beneficial or detrimental to the company's believability as to why they are actually engaging in CSR activities. This was summarized by one participant when they stated: *"if you see a company engaging in CSR and it is promoted somewhere, I associate it directly with the commercial benefits and not with the good intention behind it."* In response to that, however, one participant argued that *"it loses its value a little"* if a company does not promote their engagement in CSR activities. They further explained their train of thought by stating that *"the impact you're making is bigger if you talk about what you did. Because otherwise, you won't be influencing anyone else to take similar action. So, it would definitely be helpful to talk about it"*.

Next to the fact that companies could have a commercial reason for implementing CSR activities, participants also stated that they could have ethical and moral reasoning. Therefore, the code 'Ethical' was applied. One participant was convinced that companies *"really do that because they believe in the activity and the good intention behind it"*. Another participant pointed out how society has changed in recent years. They thought that *"it is becoming more and more popular to do something good. And that companies are focusing more and more on that instead of just earning money"*.

Another code belonging to the category of *Engaging in CSR* is 'CSR Possibilities'. Here, participants discussed the possibilities they would see for Advise and what they would like to see the company engage in more. In both focus group sessions, participants started out by discussing whether Advise should or should not engage in activities that are specifically related to digital marketing, since that is what the company does. One participant said that they thought: *"it should be something that fits the company. We're doing something with online marketing so it should go in that direction"*. Another participant stated, Advise could work *"for a brand or company that already has a good cause, like working developing some concept for them and doing it for free"*. However, not all participants agreed on that. Most of them agreed that engaging in CSR activities does not necessarily have to do with digital



marketing, since the purpose of such activities is to do something good. A participant voiced their thoughts on that when saying Advise should *"use [their] voice also for things that don't have anything to do with [their] area. Because why shouldn't we do something for Ukraine? Or poverty in Africa? Or something similar"*. Eventually, it was agreed upon, that those activities do not necessarily have to be big, but that they would also be enough to work with, for example, elderly people for a day.


The code group 'Engaging in CSR' collected codes that stood in relation to hypothetical considerations and discussions regarding CSR practices. This kind of exploratory discussion was only found in the first two focus group sessions since the third focused on experienced emotions and feedback.

4.2.2 Advise related

This category was split into two codes: 'Advise as facilitator' with twelve mentions and 'External perception' which was mentioned eleven times.

Within the code 'Advise as facilitator', participants discussed the role Advise itself should play when engaging in CSR activities. Participants agreed that they all would like to engage in CSR, however, most of them don't have the time and motivation to organize such activities. A participant stated that Advise could provide those things *"for people who might be interested but don't really know how to do such things themselves"*. As a response to that, it was pointed out that *"Advise could really act as a bridge between us and the possible work we can do. Facilitating the opportunity to do something good"*. Another participant summarized this arrangement as a *"nice supply and demand system"*. Nevertheless, everyone agreed that participation in such activities at the managerial level should not be optional, since they are the ones who want to implement CSR. They stated that *"it would be kind of weird if we stand there with 10 people and no one from the management level is involved"*.

The code 'External perception' addressed the issue of how Advise should handle CSR and the communication of the (to-be) executed activities. One participant thought that *"The moment you promote that and say, 'look at what we are doing!' it loses the right intention behind it"*, which was supported by someone else saying that *"outsiders might react like: Oh, they're posting that again to show that they're doing something special"*. In the end, all participants agreed on the fact that: *"you as a company also need to breathe CSR, need to let it show that you really care about it, and it shouldn't need to be pushed out into the world for everyone to wonder at"*.




Codes belonging to either of the categories of 'Advise as facilitator' or 'External perception' were also just found in the first two sessions. Participants hereby focused more on hypothetical thoughts as to why companies should engage in CSR.

4.2.3 Factors influencing willingness to join

The code group *Factors influencing willingness to join* includes the codes that have an influence on the employee's willingness to contribute to CSR activities. The code 'Reward system' was used most with nine mentions, followed by 'Working hours' with six. The codes 'CSR Department', 'Time donation', and 'Competition' were mentioned six, four, and one times respectively.


The codes 'Competition' and 'Reward system' were always mentioned in connection to each other. Throughout the focus group sessions, participants were equally excited and worried about the possibility of emerging competition. They found that they all are *"fanatic competitors"*, however, they were also afraid it could influence the reason why they would want to participate in CSR activities. One participant pointed out that the motivation to participate *"should come from yourself and not because someone else already did two more activities than you"*. Participants could not fully agree on whether a reward system should be implemented or not. Some were convinced that they needed to get something in return: *"If Advise wants to do that, they need to compensate and facilitate those things. So, they need to offer me either time to do that, or just pay me for it"*. Others, however, were confident that the participation in such activities should happen purely because they want to and not because they would get a reward. One participant stated that implementing a reward system could have consequences. They pointed out that *"then we would have the whole: Look at me and how good I am, again. And that's something we don't want"*. Another participant even stated that *"I must say, I think that would make me less happy. I want to do it because I don't get anything back. I want to do it because it makes others happy. For me the good feeling would stop with a competition"*. After the experiment, participants mentioned the code 'Competition' twice. During the discussion about what the challenge did with them personally, it was pointed out that the thrill of competing against each other wasn't necessarily a must: *"if it would have been some other form than a competition, for example helping elderly people, then there wouldn't have been any competition necessary and helping others would have been the most prominent factor. So, it isn't necessarily a must, and I wouldn't miss the competition then, but if it's there it can be fun"*. To that, the others nodded. Nevertheless, one participant pointed out that competition also made it fun for them: *"My personal highlight was when I passed [P6] on the ranking. I also had that last time we did that; I really developed and enjoyed this*



competition feeling". Connected to that, stands the code 'Reward system'. This time, the code could be found seven times. However, participants were still not in agreement as to whether Advise should offer a reward for participating in CSR activities or not. One participant said: "I still don't think that we should do that. I get the system of motivation behind it, but I think that if you want to do volunteering work, you should do it because you are intrinsically motivated to do so, not because you want to get a coin". This was supported by another participant, stating that "if you want to do something good, with a purpose, you need to do it because it internally motivates you and not because you get coins or some other form of reward for that. So, it wouldn't motivate me anymore than it already does". However, one other participant disagreed with that, stating they would want some form of reward when investing time into activities they normally would not take part in. They said: "If Advise offers to facilitate such things, and also then puts their name on it, then I would expect to get something in return".

Another factor, where participants were not fully in agreement with each other was summarized under the code 'Working hours'. Here, participants were discussing whether CSR activities should take place within or outside working hours. Some were convinced that they would not care whether it would happen during work, after, or on the weekends: *"if you could choose the activity you're doing, which means that you're probably also having fun doing it then, sure I would do it outside working hours".* Others, however, found that it would be better if they would take place during the work week: *"I think that it would make it more attractive to the employee if it is during working hours. Because then the employer gives a bit back to the employee, namely the possibility to take time out of the day to do something good".* After the participants took part in the experiment, the code 'Working hours' was mentioned six times. Now, the participants all agreed, that they would be willing to take part in such an activity after work. They mentioned that they *"actively tried to find time to work on the goal outside of working hours".* Furthermore, one participant did not see the experiment as connected to their working hours, they were *"happy to do it before or after".* When asked whether they would also like to participate in other activities outside of work, most of the participants agreed: *"I think that I would also enjoy doing other activities after work, that aren't necessarily 'just' walking".*

A fact all participants agreed on in the first sessions, was that it would be better for their satisfaction if they would actively participate in CSR activities and not just have Advise donate money to a foundation. Those opinions were collected under the code 'Time donation'. One participant found that it would be *"more valuable to you and your personal experience. Just pressing the send money button gives a totally different feeling than really investing the*




time to do something good". Another participant pointed out how *"you can really see the impact that you are making so you'd also get a better feeling from it"*. They further continued that *"with real actions, you might see the impact it has on the employees more"*. Since participants already agreed so strongly on that, they did not get back to that discussion in the final session. This concludes that they still agree with their preference of donating active time rather than money.

To realize CSR activities, participants found that a selected group of people should take care of the organization and realization of such activities. These mentions were summarized under the code 'CSR Department'. Their main concern was that employees would not *"feel responsible if the task would lay at everyone's hands"*. They suggested creating a group and that different people could join, *"who are actually interested in that topic and will go about it with passion and care"*. They concluded that *"everyone could obviously always suggest things, but it would be beneficial to have a certain group make the decisions"*. This code also could not be found again in the third session. However, since all participants had previously agreed that such an activity needs to be organized by dedicated employees, it can be assumed that they still felt that way after the experiment.

4.2.4 Work Satisfaction

When looking at the code group *Work Satisfaction*, 19 times was a code found that could be categorized as belonging to one of the codes belonging to *Work Satisfaction*. Codes belonging to 'Advise Satisfaction' were found four times and codes belonging to 'Job Satisfaction' were found 15 times.

The code 'Advise Satisfaction' was associated with the participants voicing their opinions about their personal feelings regarding Advise and whether implementing a CSR activity would change those feelings. One participant pointed out that *"if we, as a whole organization do that together [...], it would really feel like an Advise thing"*. Another participant supports that, by saying *"Achieving something as a community and as Advisers"*, would improve *"the 'together'-feeling more"*. After the two-week period, 'Advise Satisfaction' was mentioned four times. Participants stated that they indeed had developed a feeling towards Advise that was not there before, however, they also stated that due to the small size of the project, the feeling also stayed rather small. One participant summarized that by saying: *"we can see that there is a feeling now and I think that if the projects become bigger, that our feeling towards Advise also grows"*. This was supported by another participant, stating that they found it *"great that [they] are starting now and giving something back"*, however, adding: *"But did*



my feeling towards Advise change? Well, a bit. But because the project was rather small my feeling is rather small as well. But it's there". All participants agreed that seeing Advise starting to engage in such activity already had an impact on them and now it would be "important to see what is being done with that", further stating that: "If there are follow-up things, then that positive feeling will definitely grow".

The code 'Job Satisfaction' concerned the participant's happiness and satisfaction at the company at that given moment. It was noted that the participants are already quite satisfied with their job. One participant said that they *"get a lot of energy"* from the variety of their job. Several participants also mentioned the atmosphere at Advise, by for example saying: *"I especially like working in an environment where the work atmosphere is so good" and stating that "obviously, the young, fresh, and energetic company" has an influence on their job satisfaction. Generally, all participants agreed that they were overall very "happy at my job".* However, one participant also stated that they have heard from colleagues that they find their work to be sometimes *"kind of meaningless. Like, a little of marketing and numbers and all but there's no bigger purpose behind it. And they are missing it to give something back on a different level"*. This statement was followed by a discussion as to whether the participants think that their job satisfaction could be improved by implementing CSR-related activities. Overall, all participants agreed that *"doing such activities can really have a huge influence on how you see the company"* and that *"Knowing that there is something going on and knowing that they are actively trying to implement such things gives me a good feeling in regard to my employer"*. In the third focus group session, the code could be found five times. Participants were mostly able to agree that the project had a positive impact on their satisfaction. One participant stated that if Advise were to continue engaging in CSR activities, the main thing to change would be their *"personal work satisfaction"*. Another participant got back to the importance of knowing that their company is interested in implementing CSR into their work life. They said: *"The fact that they are so interested in that and are actively taking steps to start something like that makes me indeed more satisfied with my employer"*. Even though all participants agreed that, since the project was rather small-scaled their feelings were also small, they still all agreed when one participant closed that particular discussion by saying *"it definitely also had an impact on my internal, personal feelings towards Advise. In a positive way"*.



4.2.5 Perceived organizational prestige

The code group *Perceived organizational prestige* addresses the beliefs of the employees on how they think Advise can be perceived from the outside and how that could be influenced by CSR activities. The code group consists of three codes: 'Prestige' with nine mentions, 'Inspiration' with five, and 'Critique on Advise' with four.

The code 'Prestige' tried to summarize the participants' thoughts on Advise and their reputation. It was pointed out that knowing that Advise wants to engage in CSR has an influence on their *"feeling[s] when thinking about Advise"*. Another participant addressed the reputation that Advise could get and the influence it could have on the company, for example, it *"might even give [them] more applicants"*. Furthermore, participants agreed that as soon as Advise implements more CSR activities, they would start sharing *"that on birthdays and with friends and really represent the company"* and that they would *"start talking to others about that and talk about what we at Advise do"*. After the experiment concluded, participants agreed with what they stated before. They pointed out that they would talk proudly about Advise to others, however, it would have more of an impact *"if the next project is going to be a big, bigger than the Ommetje one"*.

All participants agreed that carrying out CSR activities would be an inspiration for others. Those responses were collected under the code 'Inspiration'. It was pointed out that Advise could act as a role model and with that *"inspire other companies to do the same"*.

However, participants also had some critical thoughts. These were summarized under 'Critique on Advise'. A participant pointed out that *"the bigger you get, as a company, the more responsibility you have to do something good and give something back to the outside world"*. They added that they would *"really like if Advise would engage more in CSR and would give back a little more"*. Another participant agreed, stating that *"[Advise's] core values are literally that. Making an impact, challenge us, create, accelerate, disrupt and all those things. Which are obviously good core values, and we might also display them on a professional level, but less on a societal level, for the rest of the world"*. These thoughts were not mentioned again in the third focus group session, which could be explained by the fact that Advise was now actively trying to engage in CSR.


4.2.6 Internal motivation

The responses regarding the participants' internal feelings were collected under the code group *Internal motivation*. The code 'Intrinsic motivation' was found 15 times and the code 'Internal satisfaction' was found 17 times.



Most of the participants agreed that engaging in company-facilitated CSR activities should be done out of an internal drive to contribute. Those responses were collected under the code 'Intrinsic motivation'. One participant stated that *"you need to do such things from an intrinsic motivation. [...] You need to want it because it is good for you, and you want to do something good"*. This was supported by someone else, claiming that *"you really need to want to support that cause, otherwise you won't have a good feeling and it also wouldn't change your relationship to Advise"*. They further pointed out that joining in such activities for other reasons could even have a negative impact on the relationship to Advise, since it could *"maybe even worsen [...] because you would feel obligated to join in those activities even though you have no motivation to do such things."* To that, someone else added: *"I don't think it should ever be mandatory. I don't know if you would make friends that way"*. They then suggested to *"create a sign-up sheet where people have a look around and just do what they like"*. After taking part in the experiment, participants agreed that, in the end, the employees would need to have no ulterior motives when joining in CSR activities. Related to the issue of motivation, the reward-system was brought up again. Participants couldn't agree on whether that should be implemented or not. One participant stated that *"If you want to do something good and want to contribute to something then you need to do it because you're internally motivated and not because you get rewarded with coins or similar"*. This was supported by another participant who stated that *"if you want to do something good, you should do it because you have an intrinsic motivation to do so"*.

The code 'Internal satisfaction' concerned the satisfaction participants would feel, or anticipated to feel, when implementing CSR activities. All of the participants agreed that, generally, CSR activities wouldn't need to *"be something big in order to have an impact on you and your happiness"*. Another participant stated that they would feel like their *"worth increased maybe. And you feel appreciated. I think it really is something special when you can do something for someone else"*. It became obvious, however, that opinions on the effectiveness of CSR on internal satisfaction are not the same for everyone. When asking in the first group, what influence CSR would have on them, one participant plainly stated: *"Satisfaction. Definitely more job satisfaction"*. However, when asking the same question in the second group, one participant stated: *"I don't think it would do much to be honest"*. Eventually, most participants agreed that CSR activities would make you *"feel like you are more than just an employee but that you are a part of something bigger"*. Taking part in the experiment did not necessarily make the participants agree more or less with each other. In the third session, participants had different experiences and feedback over the experiment. One participant stated that *"the fact that there was a donation on the line definitely made an*




impact and a difference in my feelings”, whereas another participant admitted that they “didn’t do it more because there was a good cause behind it”. Nevertheless, they added that “it did feel good to know that I was being part of something bigger”. The same participant also pointed out that “achieving a goal like that, together as a team, really was a highlight and a great moment that will be remembered”. Participants did not necessarily feel a change in their daily work life, however. Still, it was highlighted by one participant that “it is important to me that the company where I work at does good things and that I am happy there. And this experience definitely made me more satisfied and happier”. This was agreed upon by the rest of the participants, though one participant would feel more of a change in themselves if they “could really do something for Advise. Like going to a refugee camp or something similar for a day or so. And really seeing the happiness in the people you are helping would definitely change something in me”.

4.2.7 Organizational identification

The code group *Organizational identification* refers to the sense of oneness employees have with Advise and what they perceive Advise’s identity to be. The code ‘Identification’ was named 19 times, whereas ‘Goals’ was found six times.

The code ‘Identification’ refers to how the participants perceive Advise and what they think of their relation to the organization. Generally, all participants agreed that engaging in CSR would fit the organization’s identity. One participant stated that *“putting the person into the center really fits with Advise”*. They also stated that CSR *“really connects to the values Advise wants to have and show the world”*. When discussing the possibilities of CSR activities, it became apparent that many participants see themselves as a part of Advise. One participant, for example, asked the question: *“how can we do something good and connect our digital world with that?”* Another participant stated that they would *“like it if we could connect our passion for our work with something good”*. It was further pointed out what the engagement in CSR activities could hypothetically do to the employees: *“I think that if you see your employer and see that they want to do some good work and want to engage in a good cause, society or certain target group, that it also gives you a certain picture of the employer. Like, oh those are good people. And I think that influences your personal identification with the company enormously”*. After the conclusion of the experiment, participants reflected that they did not necessarily feel different in regard to their employer, however, one participant had a possible explanation: *“I think, because we already know Ommetje, and that we just did it again now but with a different goal behind it, kind of limited that for me. So, I don’t feel particularly different in regard to Advise”*. Another participant




pointed out that the feeling of connectivity would increase if representatives of the managerial level would be present at CSR activities, they said that they then would *"get this 'Adwise' feeling more, when Adwise is represented during the activities"*.

4.2.8 Job engagement

Mentions regarding the employee's enthusiasm and involvement in their job were collected under the term *Job engagement*. The code 'Pride' was found seven times, whereas the codes 'Purpose' and 'Team building' were found three and two times respectively.

On several occasions, participants mentioned that engaging in CSR activities could influence their pridefulness. These responses were collected under the code 'Pride'. One participant for example stated that not their job satisfaction would change but their pride: *"I think the only thing that would change is my pride to work at such a great company"*. This fact that they would be prouder of Adwise was supported by another participant, saying that *"I am really proud of them, and I think that doing such activities can really have a huge influence on how you see the company"*. When philosophizing over the impact CSR activities could have on the employees, one participant found that the duration of the activities would be the primary factor influencing their feelings: They said that *"if you do more, over a longer period of time, or more frequent activities, that it could have an impact on how I see Adwise and my pride to work here"*. It was also pointed out that CSR could have an impact on how they talk to others about Adwise. One participant thinks that they *"would talk about that quite proudly to other people"*. This hypothetical pride-feeling was also discussed in the third session. Within the statements regarding the code 'Pride' it could be found that participants indeed felt an increase in pride. One participant even stated: *"It definitely makes me prouder to work here"*. This was supported by another participant saying that they already have been but still are *"proud of the company, in many different ways"*.

The participants found that CSR could have an impact on their community feeling and their purpose. Those mentions were collected under the codes 'Team building' and 'Purpose'. For all of the participants it was obvious that the "Team"-aspect of the project would be a main factor as to why it could be beneficial. One participant even stated that: *"You have to want to go for it together. If not for the end goal, then at least for the team building and community aspect"*. Furthermore, it was stated that the number of people involved could also have an effect on the motivation to participate: *"because the more people are involved, the more you also talk about it during work and catch up and motivate each other"*. Participants agreed that the purpose that some employees are missing now could then be found through



motivation and participation in CSR activities. In the third session, participants came back to their previous opinion that the aspect of doing something together as a team can be beneficial for their community aspect within Advise. This was agreed upon by everyone, with one participant summarizing it by saying: *"I also really liked this feeling of doing something together, as a team. Having a shared goal really made it more fun and it made everyone feel a little more fanatic and competitive, but also motivational with each other"*. This also connected to the code 'Purpose' again. Participants pointed out that having a goal to work towards made an impact on them. Even more so, it also had an impact on their view of their work. A participant said: *"I really had the feeling that now that you know that there is a purpose behind everything, that you walk differently. Like you walked and worked with more purpose"*.

4.2.9 Social responsibility

The code *Social Responsibility* was found 10 times in total. It mostly stood in connection to the activities Advise has, or has not, engaged in so far. In all the codes, however, it can be found that Advise has so far barely engaged in social responsibility. Upon realizing that, one participant stated that it is *"really unfortunate, if you think about it"*. Other participants agreed on that and it was stated that: *"We should have done something by now. And I also think management has thought about it. But we haven't had a concrete intention and we didn't bring it into the outside world"*. When one participant pointed out that the office building was the first office building in this area to be CO2-neutral, the rest of the participants reacted curiously as to why Advise wouldn't promote this fact to the employees.

The code 'social responsibility' was only found in the first two sessions. This could be explained through the employees taking part in a socially responsible activity and therefore, not connecting the issue with Advise at that moment.

Table 6 *Complete Codebook*

Code		Quantity
Work Satisfaction	Job Satisfaction	19
	Advise Satisfaction	9
Advise related	Advise Facilitator	12



	External Perception	11
Engaging in CSR	Commercial Reason	9
	Ethical Reason	3
	CSR Possibilities	3
Factors	Competition	3
	Working hours	12
	Time donation	5
	Reward System	16
	CSR Department	6
Perceived Organizational Prestige	Inspiration	5
	Prestige	9
	Talking about Advise	4
Internal Motivation	Intrinsic motivation	22
	Internal satisfaction	28
Organizational Identification	Goals	6
	Identification	19
Job engagement	Pride	10
	Team Building	4
	Purpose	3
Social Responsibility	Social and environmental responsibility	10
Total		217





5. Discussion

5.1 Main findings


During the first two focus group sessions, participants voiced general excitement, motivation, and enthusiasm toward the idea of incorporating CSR activities into their work life. They also stated that Advise does not necessarily have to engage in activities that are solely connected to digital marketing. In fact, many participants explicitly said that they would like to engage in practices that involve a more human and social goal. According to their ideas, helping and spending time with elderly people, troubled youth, refugees, or other groups would improve their internal satisfaction and in turn also their perception and satisfaction at Advise.

However, to structure the findings of this study and to answer the main research question: *"What is the change in internal job satisfaction in the employees of Advise when implementing corporate social responsibility?"*, the sub-research questions need to be addressed first.

How does the implementation of CSR affect the perceived organizational prestige on the employees of Advise?

The construct of *Prestige* was intended to explore the ways employees interpret and assess Advise's reputation. Generally, participants already perceived Advise to have a good reputation. This is shown also shown in the questionnaire. However, out of all measured constructs, perceived external prestige received the lowest score, with a more negative score post measurement. Nevertheless, during the focus groups, participants voiced that they would expect to feel differently towards Advise, were they to engage in CSR activities. It was also pointed out that such practices would be shared proudly with friends and family, hence, improving the reputation and changing how external parties might view Advise. This attitude was already expected, as previous research has shown that CSR can positively develop employees' perceived external prestige (Khan et al, 2021; Kim et al., 2010). However, it was also pointed out that as a big company, Advise should have engaged in such activities earlier already. Participants perceived Advise to hold a responsibility that they so far have not acted on and seemed disappointed in that realization.

The negative increase in agreement towards the statements in the questionnaire after the experiment was conducted, conflicted slightly with the focus group findings. During the third session, participants voiced that they would perceive Advise in a slightly different light now, which would be improved if they were to continue such activities on a bigger scale.



It could, therefore, carefully be stated that the implementation of CSR-related activities affects the perceived external prestige of the employees of Advise in a small way.


How does the implementation of CSR affect the job engagement of the employees of Advise?

Measuring *Job engagement* was supposed to describe the nature of the physical and emotional engagement between Advise and the employees. Research on the connection between job engagement and CSR is relatively sparse (Glavas, 2016), however, previous research has shown that a slight connection can be made (Glavas & Piderit, 2009; Caligiuri et al., 2013). At the beginning of the study, participants voiced that they expect to feel increased pridefulness when participating in such activities. This was confirmed in the questionnaire, where agreement scores increased when asked about the pride participants experienced in their job. The third focus group session confirmed that hypothesis more strongly, with participants agreeing that they indeed feel more pride now that they participated in such an activity. Those views were expected since Glavas and Piderit (2009) found that job engagement can be strengthened through CSR if the employee perceives CSR to be important. However, it was also stated, that such activities need to be executed over a longer duration and with more frequent activities for them to feel a significant impact on their emotional perception of the company. It is notable though, that participants felt like they had more of a purpose, now that they engaged in such activities.

It can be said that job engagement can be improved when conducting CSR activities. During the focus groups, however, it became obvious that only a slight change can be noted regarding the participants' engagement. It was stated, though that the employees felt more pride and purpose when thinking about their employer.

How does the implementation of CSR affect the intrinsic work motivation of the employees of Advise?

To evaluate the internal motivation the employees experience and what might affect it, the construct *Intrinsic work Motivation* was created. It was expected that a slight correlation between CSR activities and internal work motivation exists (Hur, Moon & Ko, 2018). When discussing the concept of CSR, however, participants generally focused on the internal motivation to participate in such activities instead of their personal work motivation. They stated that such activities should only be done because of an internal drive to do something good. This discussion also sparked the conversation about the implementation of reward systems. Some participants felt like they needed to get something back if they were to engage in CSR activities under Advise's name. For them, that could be either time or money. Other




participants were appalled by the idea and found that they would not want to get anything back, since they want to be internally driven and not externally motivated. As a solution, it was stated that such activities should never be mandatory and that employees should freely choose whether they would want to participate or not. For that, they came up with the idea of a sign-up sheet, where several activities are listed, and you could indicate whether you would want to join or not. It was further stated that such activities would not need to be big in order to have an impact on their happiness. During the third focus group, however, participants said that since the activity was rather small-scaled, their change in feelings were also rather small and that a bigger activity with more participants would impact their internal feelings more. During the same session, participants came back to the reward system. Most of the participants were still persuaded that you should not get anything in return, if you do it voluntarily, however, it would have its limits and they would not spend vacation days or full weekends on such activities. If that were to be expected by Advise, they would want something in return, in form of a compensation of some sort. After the experiment was concluded, participants stated that they felt like they belonged to something bigger and that they feel more satisfied. Those experiences were also confirmed by the results of the pre and post-questionnaire since the mean scores positively decreased.

The employees felt more pride and purpose in regard to their employer. However, several factors that influence internal satisfaction and motivation need to be considered. Implementing such activities through the organization leads to questions such as, when the activities need to be executed, during or after working hours? Also, implementing a reward system does not necessarily improve motivation for some, however, for others, it might be expected. The implementation of a reward system can also lead to competition between employees, which could have positive but also negative consequences. Employees could develop negative feelings towards each other which in turn could affect their motivation to work together as a functioning team.

As proven in previous research, (Hur, Moon & Ko, 2018; Basit et al., 2018), implementing such activities can have a positive effect on employees' internal work motivation, since feel like they are part of something bigger. However, participants stated that they did not necessarily feel different regarding their daily work life (yet). The question as to how CSR activities can affect intrinsic work motivation, therefore, remains mostly inconclusive.

How does the implementation of CSR affect the employee's identification with Advise?

To assess the extent to which employees feel like they identify with their employer, hence, Advise, the construct *Organizational Identification* was used. It was expected that CSR




activities have an enhancing effect on the employee's perceived identification with the organization (Fu et al., 2014). This was confirmed by the pre and post-measurement questionnaires since the mean scores significantly decreased. During the first focus group sessions, it was stated that such CSR goals would connect to the values Advise and the 'Advisers' strive to have, which is supported by Gond et al. (2010) who say that if such activities stand in line with the employee's values, it can increase organizational identification. It was further notable, that all participants already feel very connected to Advise. While talking about the company, they exclusively used the words 'we' and 'our' which shows that a strong connection and identification with the company was already present. After the CSR experiment was conducted, most employees did not necessarily feel a stronger connection to Advise than before. This, however, can be led back to the already existing relationship. It was pointed out though, that if Advise wants to increase a sense of belonging and connection to the company, they should be more present during said activities. With 'they', employees referred to the managerial and directorial level of Advise. They felt, that if they want to include such activities into their work life, they should also be present to represent Advise and enhance the feeling of belonging.

Generally, based on quantitative measurements, it can be stated that the implementation of CSR activities positively affects the employee's identification with Advise. However, the focus group sessions showed that there is already quite a strong bond between the employees and the company, hence, the experiment did not influence the perceived identification much. Nevertheless, the employees gave indications as to what could be done to improve said bond, like the involvement of the management.

With help of the findings of the sub-questions, the main research question can be answered: *What is the change in internal job satisfaction in the employees of Advise when implementing corporate social responsibility?*

When engaging in corporate social activities, the employees of Advise showed motivation, enthusiasm, and genuine happiness that their employer decided to start implementing such activities. Knowing that they are interested in such practices gave them a good feeling regarding their employer. Further, they felt like achieving such a goal together would have an impact on them as a community and as 'Advisers', and that it would improve their 'together-feeling' more. Additionally, it needs to be noted that the employee's job satisfaction was already rather high when starting the study. They feel comfortable in the work environment, enjoy working together with their co-workers, and feel that Advise as a whole has a very personal connection to their employees. When measuring Job Satisfaction




in the questionnaires, it can also be noted that the general agreement towards the statements rose significantly from the pre- to post-measurement. Those findings were already expected since Mascarenhas et al. (2020) previously confirmed that a positive relationship between job satisfaction and CSR practices exists. The general tonus of the employees after the experiment is that they feel more satisfied with their employer and internally happier as well, knowing they did something good. However, they also point out that Advise needs to show up now and continue where they started, otherwise that feeling might decrease again or turn negative. Contrary to Barakat et al. (2016), who state that a reason for the positive connection between job satisfaction and CSR could be that CSR can have a positive influence on a company's image and reputation, which then could influence the employees. Here, however, it is less the external reputation that is important for the employees and more their engagement in such activities as a community, with a genuine interest to do something good.

Through these findings, it can be concluded that there are differences among the employees between the pre and post-measurement. These differences might be explained by the general motivation that the participants in the focus groups showed an already existing positive relationship between employer and employee. Thus, the change in employees regarding internal job satisfaction when implementing CSR practices can be described as a higher identification with the organization and an increase in perceived external prestige and job engagement. The effect of internal work motivation could only partially be shown to influence internal job satisfaction.

5.2 Theoretical and practical contribution

The findings of this study have value for the existing theory since they contribute to the body of research that is concerned with the effect corporate social responsibility has on employees' job internal satisfaction. They further confirm the general and initial definitions of job satisfaction and its components that were defined in the theoretical framework. It was notable, however, that the correlation between internal work motivation and CSR could only partly be confirmed, hence, less than previously expected (Pérez et al., 2018). It is notable, though, that internal job satisfaction can already be influenced by the knowledge that the employer wants to implement CSR activities and take responsibility for their immediate environment. The connection between job satisfaction and CSR has previously been studied (Mascarenhas et al., 2020; Barakat et al., 2016), however, the influence on internal job satisfaction concerning CSR has not been studied extensively yet. Furthermore, studies regarding that connection focused most on external CSR practices. This study, however, actively included




the employees in the activity has not yet been done. Therefore, the results of this study can broaden this field.

Another important aspect to mention is that the study also offers possible implications for Advise to consider. One of the most important factors is that employees want to be included in the activities. Donating money to a charity might also fall under the term CSR, however, employees feel disconnected from that and not included in the process. If Advise wants to implement CSR activities, not for the sake of marketing and image purposes, but because they want to improve their employees' job satisfaction, they need to include them in the process. However, even though the employees want to actively participate, they also expect representatives of the managerial level to be a part of such activities. This would improve their connectivity to their employer and the feeling that they are not being the pawns in the game of social responsibility. Regarding that, the employees pointed out that if Advise wants to engage in CSR activities, they should not put the responsibility on the employees but be an active part of the process as well. Furthermore, Advise should continue its research internally since employees do not completely agree on whether a reward system should be included or not. Some employees are insisting that that would be the only way to engage and motivate everyone to participate, whereas others state that one needs to be internally motivated to do so. Further, Advise needs to investigate when to hold such activities, whether that should be during our outside working hours. So far, no clear consensus could be found. All in all, the employees agree that it is time for Advise to give something back and to start engaging in CSR activities. It is also important to continue doing so now and to build up on the start since it was pointed out that reverting and not following up on the activities could have a negative impact on the relationship between employer and employee.

5.3 Limitations

A first limitation of the study is the fact that the conducted CSR activity was only executed with 20 participants. Were the activity performed with the whole company, as it was intended in the beginning, results could have been clearer and the focus group sessions more conclusive. Connected to that, is the fact that some members of the organization weren't aware of the study happening, due to the flood of information coming in on a daily basis and, therefore, overlooking the messages and emails sent, containing the information. Hence, fewer employees than anticipated participated in the first, and especially, the second round of the questionnaire. And since not all of them took part in the experiment and were only informed of its outcome via messenger services, they might have not understood why they



needed to take part in the survey again. This could have led to skewed results due to the inequality among participants.

Another factor that could be improved concerns qualitative research. When conducting focus groups or interviews, it is advantageous for both the researcher and the participants to be comfortable and secure in what they are saying. Since the focus groups were held in Dutch (the researcher herself speaks Dutch on an advanced level) it could have led to miscommunication and other issues, caused by the language barrier. Conducting the focus groups in English was not an option, since the employees did not feel comfortable in that language

5.4 Suggestions for future research

In the future, there should be more research on the effect of CSR on internal work satisfaction. Some of the results were not conclusive enough to fully confirm the relationship between those factors. This can be important since research has shown that employees who are internally motivated to work are more productive (Basit et al., 2018) and to be internally motivated, they need to be fulfilled by what they do and for whom (Pérez et al., 2018). Additionally, future research should study the correlations between the different factors since this study focused only on the effect on the internal attitudes of the employees. This could show how the different aspects play together and which ones have a lesser or stronger connection.

Furthermore, the managerial level of the company should be included. So far, research has been focusing on the employees' attitudes towards such matters, but it could also be interesting and informative to see how they view the issue, especially since, like in this case, employees had specifically asked for them to be involved in the activities as it would enhance their identification and connection of the company to the activity. Adding to that, it could be of interest for future research, to study whether a significant difference in job satisfaction can be found if employees actively or passively participate in the CSR activity. This study already confirmed those findings; however, additional research could be of advantage.

5.5 Conclusion

To come to an understanding of what the employees of Advise generally think of corporate social responsibility practices, whether they would be motivated to join said activities and whether that would have an impact on their internal job satisfaction, two questionnaires were sent out, an experiment was conducted, and three focus group sessions were held. The




developed research question: *What is the change in internal job satisfaction in the employees of Advise when implementing corporate social responsibility?* was answered by the use of four sub-questions; internal work satisfaction, perceived external prestige, organizational identification, and job engagement. This led to the conclusion, that the internal job satisfaction of employees at Advise can be improved through the incorporation of corporate social responsibility activities. What is further important to note is, that factors such as competition between employees, the implementation of a possible reward system, and the decision to hold such activities during or after working hours, have not yet been researched enough to make an informed decision. However, such research needs to be held internally, without necessarily relying on academic predecessors, since such perceptions differ with every employee and every company. Another aspect that can be taken from this research is that CSR practices positively influence physical and emotional job engagement and internal satisfaction with the company. These findings invite further research to continue to investigate the internal processes that happen within an employee when planning to engage in corporate social responsibility activities.



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Appendix

Appendix A

Informed Consent

Dear participant,

Thank you for taking part in this online questionnaire.

The survey will take about 5 to 10 minutes and your participation will be anonymous.

In order for you to be able to fill out the survey unbiased, I will not disclose the purpose behind the questions yet. After the project is finished, I will share my data and outcomes with you and Advise.

I strongly believe that any information I can collect from you would be beneficial and useful for my research, thus, there are no wrong answers. Since the following questions will ask you to reflect on your feelings and views, please answer honestly. Again, your response will be anonymous, and the data-file will also be anonymized as soon as possible. Further, no data, except for the end result, will be shared with Advise, hence, no responses can be attributed to you.

Your participation is entirely voluntary and if you feel uncomfortable you can withdraw at any moment. Please check the box below to consent to your participation.

If you have any questions, feel free to contact me under j.a.herale@student.utwente.nl!

Please give an indication to the statements below.

Job Satisfaction (Camman et al., 1983)

V1 Overall, I am satisfied with my job.

V2 In general, I don't like my job. (Reverse-scored)

V3 In general, I like working here.

Intrinsic Motivation (Grant, 2008)

"Why are you motivated to do your work?"

V4 Because I enjoy the work itself.


V5 Because it's fun.

V6 Because I find the work engaging.

V7 Because I enjoy it.

Organizational identification (Mael & Ashforth, 1992)

V8 When someone criticizes Advise it feels like a personal insult.

- 
- V9 I am very interested in what others think about Advise.
V10 When I talk about Advise, I usually say 'we' rather than 'they'.
V11 Advise's successes are my successes.
V12 When someone praises Advise, it feels like a personal compliment.
V13 If a story in the media criticized Advise, I would feel embarrassed.

Job engagement (Rich et al., 2010)

Physical engagement

- V14 I work with intensity on my job.
V15 I exert my full effort to my job.
V16 I devote a lot of energy to my job.
V17 I try my hardest to perform well on my job.
V18 I strive as hard as I can to complete my job.
V19 I exert a lot of energy on my job.

Emotional engagement

- V20 I am enthusiastic in my job.
V21 I feel energetic at my job.
V22 I am interested in my job.
V23 I am proud of my job.
V24 I feel positive about my job.
V25 I am excited about my job.

Perceived Organizational Prestige (Mael & Ashforth, 1992)

- V26 People in my environment think highly of Advise.
V27 Advise is considered one of the best digital marketing agencies.
V28 People from other digital marketing agencies look down at Advise (R)
V29 Advise does not have a good reputation in my environment. (R)
V30 People who are seeking to advance their career in digital marketing should downplay their association with Advise.

Social and environmental responsibility (Fombrun et al., 2000)

Advise...

- V31 Supports good causes.
V32 Is an environmentally responsible company.
V33 Maintains high standards in the way it treats people.



Demographics

What is your age?

(Open question in years)

Prefer not to say

What is your gender

Male

Female

Non-binary

Prefer not to say

What is your nationality

Dutch

Other (specify)

Prefer not to say

Appendix B

Final Factor Analysis

Initial Eigenvalues			Rotation Sums of Squared Loadings	
Component	Total	% of Variance	Cumulative %	Total
1	8.59	34.02	34.02	6.09
2	2.16	8.65	42.68	3.15
3	1.99	7.97	50.65	2.48
4	1.79	7.13	57.83	2.13
5	1.56	6.27	64.10	1.83
6	1.19	4.79	68.89	1.55



Appendix C

Announcement CSR Pilot Result to the company

Hello everyone!

I am pleased to announce that we are going to donate 600 Euro to the Hersenstichting!

Over the last two weeks, 19 of you took up the challenge of walking for a good cause. The deal was: if we would manage to walk 600 km and record those walks in Ommetje, Advise would donate 600km to the Hersenstichting.

Why the Hersenstichting? Well, we already had some good experiences with Ommetje over the last year, and we know how fanatic you all are when it comes to walking ☺. So, we wanted to give something back to them, but also make it an enjoyable experience for you.

In the end, you managed to walk 479km! That's pretty impressive! Obviously, we are still going to donate the money to the Hersenstichting even though the 600km mark was not achieved. In the end, the project was not about the kilometers but about doing something good, as a team and as a company.

We are going to take the feedback of this experiment into consideration and who knows, maybe the next great activity is just around the corner. This time, with the possibility for everyone to participate!

With that in mind, I would like to ask all of you to fill in this last survey. I promise, it's the last one from my side ☺



Appendix D

Protocol Focus Group One and Two

1. Could you briefly introduce yourselves and how long you have been working at Adwise?
Maybe you can also describe what you like most in your work and at your workplace.
2. Who of you has heard of CSR before?

(Briefly describe the concept of CSR)

3. Why do you think businesses carry out CSR activities?
4. Do you think that consumers, media, government, and competitors see a company engaged in CSR activities as more successful than the others?
5. Do you also recognize such activities at Adwise? Is that something the executives and others pay attention and value to?
6. What would be a topic/ cause you would like to see Adwise engaging in more?
7. Do you think that there should be a dedicated group at Adwise that concerns themselves CSR related activities? Why/Why not?
8. What would you say could be the possible benefits of CSR activities for Adwise?
9. Do you think that there is a relationship between the concept of “corporate social responsibility” and an employee’s happiness at the company?
10. CSR activities may have a cost to businesses. Would you say it is worth the cost?
11. If Adwise were to participate in CSR, do you think they should “donate” money or time?
12. Do you think you would be open to engaging in activities from time to time?



Appendix E

Protocol Focus Group Three

1. Thinking of the CSR-Pilot:
 - a. Can you describe how you experienced the past two weeks?
2. When thinking back two weeks, can you describe whether your feelings in regard to Advise have changed?
 - a. Do you feel more satisfied with your employer, knowing that money will be donated?
 - b. Do you feel different when thinking about the work that you are doing for your employer?
 - c. If none of that is the case, do you personally feel a change in yourself, apart from Advise?
3. The Pilot was about a CSR project, where you as the employee had to work for an end-goal. Do you feel that this pilot was connected to Advise, or does it feel like you yourself did something good, apart from Advise?
4. In the first Focus Group sessions we talked about CSR projects during and outside of working hours. How did you experience that during this project?
 - a. Did you actively try to make time for the project outside of work?
 - b. If yes, how did that make you feel?
5. We also talked about whether a reward-system should be necessary, for example with coins that could be traded in for something. What is your stance on that now that you have completed the project?
6. Now that Advise started to introduce CSR, do you feel you would talk about Advise differently to others?
7. For the future, what would you like to see more?

(If participants don't mention any of the below, give these as suggestions)

 - a. Management involvement?
 - b. Projects with the whole company or rather small groups?
 - c. Similar projects or something completely different?



Consent Form for Focus Group CSR

YOU WILL BE GIVEN A COPY OF THIS INFORMED CONSENT FORM

In cooperation with Advise, I am researching the influence of corporate social responsibility on the employee's job satisfaction. I strongly believe that any information I can collect from you would be applicable and useful for my research. Therefore, I am requesting your permission to have the conversation with you audio and video recorded.

If you have any questions or concerns, please feel free to contact my supervisor Menno de Jong, professor of technological and organizational communication at the Department of Communication Science, University of Twente (Enschede, the Netherlands) by email m.d.t.dejong@utwente.nl.

Please tick the appropriate boxes

Ye No
s

Taking part in the study

I have read and understood the study information dated [03/05/2022], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

☐ ☐

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.

☐ ☐

I understand that taking part in the study involves an audio- and video-recorded interview. The recorded data will be stored in video format.

☐ ☐

Use of the information in the study



I understand that the information I provide will be used for research purposes and that, based on my input and thoughts, a suggestion regarding the use of CSR will be made to Advise. ☐ ☐

I understand that no personal information collected about me that can identify me, such as my face or name, will be shared with anyone, however, especially not with the management of Advise. ☐ ☐

Future use and reuse of the information by others

I agree that the raw materials of my video recordings will be stored on a USB-flash drive until the 1st of July 2022. Afterwards it will be destroyed by the researcher. ☐ ☐

I am aware that I have the opportunity to review the outcomes of the research at any given moment by contacting the researcher. ☐ ☐

I agree that my information may be shared with other researchers for future research studies that may be similar to this study or may be completely different. Researchers will not contact me for additional permission to use this information. ☐ ☐

Signatures

_____	_____	_____
Name of participant	Signature	Date

I have accurately read out the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.



Researcher name

Signature

Date

Study contact details for further information:

Johanna Herale (j.a.herale@student.utwente.nl)

Contact Information for Questions about Your Rights as a Research Participant

If you have questions about your rights as a research participant, or wish to obtain information, ask questions, or discuss any concerns about this study with someone other than the researcher(s), please contact the Secretary of the Ethics Committee of the Faculty of Behavioural, Management and Social Sciences at the University of Twente by ethicscommittee-bms@utwente.nl