Capturing the Hearts and Minds of Employees

A study on corporate social responsibility as a key driver to employee engagement & retention

A Swedish Perspective

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Research Question: How do corporations’ internal and external CSR practices facilitate employee engagement and retention?

Purpose: The purpose of this study is to investigate how CSR related factors influence the engagement and retention of valued employees within their workplace; with a focus on identifying whether internal or external CSR has a more significant effect over the other.

Method: The exploration of this study includes the collection of primary data. Primary data collected for this study was gathered through qualitative surveys and qualitative interviews via convenience sampling. The qualitative interview and qualitative survey with open ended questions were designed in a way that they are similar in nature. This way both the interview and survey questions can go hand-in-hand, which simplifies the analysis and drawing of conclusions for this study. This process of triangulation makes it possible to cross-check the results of both data collection methods. To support the theories presented for this study, a conceptual model was constructed to facilitate the understanding on how the theories connects and flows. The evaluation approach of this study is conducted through theory based analysis.

Conclusion: From the data collected in this study and the previous research conducted, it can be stated that CSR as a whole is a contributing driving factor for employee engagement and retention. To conclude, it was found that internal CSR and external CSR is a driver to employee engagement and retention, but internal CSR related factors seem to have a more significant role compared to external CSR. External CSR is an essential factor to altering the perception of the organization, therefore capturing the hearts and minds of employees.
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1 Introduction

The following section will include a brief overview on the importance of conducting this study, the background information, and presentation of themes and theories that will be introduced in this study.

Employees are considered to be the most important asset for organizations since they influence company performance, profitability, and success (Dobre, 2013). Therefore, retention of high valued employees are important due for their superior knowledge and skill set. A company’s ability to facilitate the retention of its employees would rely on its measures of influencing employee motivation and engagement (Ferreira, 2014). There are several methods and practices that can influence these factors of retention; one of which is, Corporate Social Responsibility (CSR). In large and complex organizations, it can be a challenge for the individual employee to feel like they are contributing to something good and making a difference in their everyday work (Bode, Singh, & Rogan, 2015). Therefore, CSR activities has been seen to be of a great opportunity for the individual employee to create a desired impact within the organizational context, which is likely to increase employee motivation, organizational identification, and retention (Bode et al., 2015).

This study will investigate how CSR is an important driver influencing the factors of employee retention; with the focus of distinguishing whether external or internal CSR plays a more significant role in retaining employees. The importance of employee engagement has grown and been recently explored, since it is likely to be what many organizations need and can benefit from in order to be successful (Ferreira & Real de Oliveira, 2014). An engaged workforce leads to increased productivity and profitability for the company. Additionally, they are less likely to call in sick or be absent from the workplace (Buchanan, 2004).

Employees who are engaged, will face the customers with a higher customer service and generate higher satisfaction rating and ultimately increased revenue (Vance, 2006). According to Kahn (1990, p. 696), employee engagement can be defined as “the simultaneous employment and expression of a person’s preferred self in task behaviors that promote connections with work, personal presence, and active full role performances”.

Aguilera, Rupp, Williams, and Ganapathi (2007, p. 842) defines CSR as “the firm’s considerations of, and response to, issues beyond the narrow economical, technical, and legal requirements of the firm to accomplish social (and environmental) benefits along with the traditional economic gains which the firm seeks”. To put it another way, CSR can be seen as the policies and practices of the organization that are voluntarily driven in contributing to positive social, environmental changes that are aimed towards stakeholders of different kinds (Ferreira & Real de Oliveira, 2014).

Further on, CSR can be split up in two parts. Internal CSR activities are the practices of the firm that are aiming to satisfy health benefits and the well-being of individuals working in the organization. It is related to the physical and psychological aspects of being an employee. The external part of CSR would be the corporate responsibility which is directed outside the boundaries of the firm. For example, the commitment to supporting a local community, business partners, customers or suppliers (Al-bdour, Nasruddin, & Keng, 2010).

Sharing common goals between employees and the organization can boost employee engagement (Tajfel & Turner, 1985). The CSR practices from the organization can be connected with employees through organizational identity theory which stems from social identity theory (Hameed, Riaz, Arain, & Farooq, 2016). These theories are significant to CSR outcomes since it is a fundamental construct that predicts relevant behaviors (Hameed et al., 2016). Individuals have a need to be part of social groups, in a sense of being part of a group that shares the same norms and values of the individual, to boost one’s self-esteem. Therefore, the group can be seen as the organization and the interesting part is how the organizational CSR activities matches the needs of the individuals for enhanced self-esteem in their everyday working life. In the organization individuals have the possibility to share common goals with the organization that can help in explaining employee’s feelings, perceptions and ultimately their behaviors (ibid.).
2 Problem Background

What if every individual would arrive to work with full engagement and motivation towards their daily tasks? This is something that is far from reality. Engagement and retention of employees has become an essential concern for organizations and their leaders all around the world (Whittington, Meskelis, Asare, & Beldona, 2017). From the global workplace report it can be seen that 67% of the global workforce are not engaged, 18% actively disengaged and the remaining 15% consider themselves to be highly engaged in their current employment (Harter, 2017). This norm has an economic consequence which sums up to an estimated 7 trillion dollars lost in productivity (Harter, 2017).

An engaged employee works for progress in the performance within the organization for the benefit of the corporation (Tsourvakas & Yfantidou, 2018). Further on, the fact that CSR can influence motivation and engagement of employees to foster productivity, makes it an interesting topic to explore further (Tsourvakas & Yfantidou, 2018). Given that CSR is a desirable practice and is being adopted more and more by corporations globally these days, it is only relevant for this topic to be further examined. To understand its implications for the driving performance of employees and the profitability of any company.

CSR is claimed to be a key driver to employee engagement and retention (Yousaf, Ali, Sajjad, & Ilyas, 2016). Given that employees have a fundamental role in the overall performance of a corporation and its financial success, understanding the relationship between CSR related factors, engagement, and retention is vital from a strategic perspective. Therefore, this study will explore the gap between the theoretical claims of CSR being a key driver to employee engagement and retention; and whether this claim stands true under empirical terms within the Swedish context.

With the aid of this study, managers would be able to identify which CSR related factors affects employee engagement and retention. Managers can then take into account the impact of CSR related factors on employees in order to effectively design CSR strategies.

2.1 Research Question

How do corporations’ internal and external CSR practices facilitate employee engagement and retention?
3 Purpose & Contribution

This section will highlight the purpose of conducting such a study and its contributing factors to the academic world, researchers, and empirical findings.

The purpose of this study is to research how CSR is an important driver to employee retention through a qualitative approach; with the focus on distinguishing which CSR factor plays a significant role in employee retention. To answer the research question of this paper, a qualitative investigation will be conducted to see how employees level of engagement and retention is affected by an organization’s internal and external CSR activities. The data collection will be conducted through semi-structured interviews and a qualitative surveys and face-to-face interviews. The qualitative surveys consists of open-ended questions of the same nature as the questions for the interviews. This method of data collection is conducted with the intent to enrich the overall collection of data. The study will convey a Swedish perspective and therefore the respondents and informants of the data collection will be gathered from managers and employees of Swedish firms, within multiple industries.

Instead of focusing on how an implementation of CSR practices within an organization’s strategy have an effect on its profitability; this study will explore and contribute to the limited amount of studies concerning how CSR related factors are impacting employees specifically. As previous studies state that CSR is a key driver to employee engagement and retention, this study challenges whether that statement is valid within the Swedish work environment. This study will act as an aid for managers and researchers to support the existing knowledge on employee engagement and retention in regard to CSR.

Depending on how much an individual identifies themselves with the organization they work for, internal and external CSR will have a varying effect on their engagement and retention. Therefore, the organizational identification theory was used as a tool to determine how a strategic fit of an individual and the organization’s values may predict employee engagement and retention. With the use of organizational identification as a tool, the proposed model was put to practice under empirical terms for this study. Therefore, supporting data for this theory was gathered to contribute to the existing material within this topic.
This study contributes to the empirical evidence originating from the Swedish labor pool for this field of research. The data gathered consists of seven qualitative interviews and 71 respondents from a qualitative survey with 710 motivated answers, which validates the theory of organizational identification to be true. The theory states that a higher rate of organizational identification leads to increased engagement and retention. It is also stated that internal CSR factors have a positive effect on the employees perception of feeling respected and valued within an organization, which increases organizational identification. From this raw data gathered, it can therefore be concluded that the research conducted from this study has contributed to the existing literature in terms of bringing new empirical evidence for internal and external CSR in regard to employee engagement and retention. Additionally, determining whether one of the two factors play a more significant role than the other.

Due to the amount of theoretical content needed to be presented for the understanding of this study, a conceptual framework was designed by the authors as a pedagogical tool to depict the flow of how the theories are interrelated to one another. The model acts as supporting aid for the reader to comprehend how the following theories or factors are leading up to employee engagement and retention. This conceptual framework is the contribution made to this field of studies in order to fill in the proposed gap of this study. The conceptual framework is presented under section 5.6, see figure 2.
4 Theoretical Framework

This section will highlight the main theories used as the foundation for this research paper to enlighten the reader on the prior knowledge necessary for the purpose of conducting an analysis.

4.1 Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) can be coined as a concept of environmental and social concerns that companies integrate in their business operations and in their interaction with their stakeholders on a voluntary basis (COM, 2001). An organization practices CSR when it covers all the social needs of their internal and external stakeholders at a given point in time (Yousaf et al., 2016). The social needs include legal, economic, ethical, and philanthropic expectations of society (ibid.). Although the prime responsibility of a company is generating profits, companies can at the same time contribute to social and environmental objectives. Through integrating Corporate Social Responsibility as a strategic investment into their core business strategy, their management instruments, and their operations (COM, 2001). The experience with investment in environmentally responsible technologies and business practices suggests that it can contribute to the competitiveness of a corporation (COM, 2001). Going beyond certain legal obligations in the social area (e.g. employee training, working conditions, relationships between management and employees) may contribute to the impact of productivity. CSR allows a way of managing change and of integrating social development with enhanced competitiveness (ibid.).

Carroll (1991) has developed a four dimensional model depicting Corporate Social Responsibility, which reflects and encapsulates the expectations of society. These dimensions create a foundation to comprehend the details characterizing Corporate Social Responsibility. The dimensions are illustrated on a pyramid and are defined as economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility. According to Carroll (2016), the economic responsibility is the foundation for any business to exist and is therefore associated with the business’ profits. Many businesses primary role was to provide consumers with goods and services that would meet the consumers wants and needs, and at the same time trying to make profit out of it (Crane & Matten, 2007). The legal responsibility includes social rules and regulations, indicating that businesses are expected to operate and comply
under certain established ground rules to facilitate fair business practices (Carroll, 2016). Thirdly, the ethical responsibility includes the justice and moral expectations, this implies that corporations will accept activities, norms, standards, and practices regardless of whether it is codified in to the law (ibid.). Finally, the philanthropic responsibility entails the voluntary activities that businesses initiate, these responsibilities includes activities such as the promoting of human welfare or voluntary social and environmental activities (ibid.). As posited by Carroll (1991), both the economic and legal responsibilities are required of businesses by society, the ethical responsibility is expected of businesses by society, and lastly the philanthropic responsibility is expected and desired of businesses by society.

To further comprehend the different types of CSR that influences employees’ engagement, retention, and organizational identification; corporate social responsibility needs to be differentiated between internal and external CSR (Hameed et al., 2016). Since employee retention is a multidimensional concept, understanding the factors that influence it requires the exploration of both the internal and external CSR factors in the organization (Hussien, 2017). This is to show how CSR related factors affects employee engagement and subsequently employee retention.

4.1.1 Internal CSR

Internal CSR activities are all the internal operations of the company and it refers to the policies and practices of an organization that are related to the psychological and physiological well-being of its employees (Hameed et al., 2016; Brammer, Millington, & Rayton, 2007). This CSR practice is directed towards employees. These policies and practices include the respect for human rights, work-life balance, employee health and safety, employee training, employees’ ability to participate in decision making, diversity and equal opportunity in the workplace (Gond, Igalens, Swaen, & El Akremi, 2011). Employees are of great value for businesses and they are considered to be a very important stakeholder group (Skudiene, 2012). According to Longo, Mura, and Bonoli (2005), employee-related CSR activities can be characterized into different groups, related to the development of the employee's skills, health and safety at the workplace. These groups create value for the business stakeholders, which in turn makes it possible to satisfy their varying expectations and needs (Longo et al., 2005).
4.1.2 External CSR

External CSR relates to the social and environmental practices of an organization that helps to strengthen the firm’s legitimacy and reputation among its external stakeholders (Hameed et al., 2016). This CSR practice is directed outwards, towards its external stakeholders. These activities include cause-related marketing, corporate philanthropy, environmental and wildlife protection (Brammer et al., 2007). It is where the corporation operates in compliance with socially and environmentally responsible criteria (Skudiene, 2012). Therefore, a business’s CSR activities have a significant impact on customer-related attitudes. Customers do not only require that the product or service itself has high quality, but also that the relationship with the company is working sufficiently (Skudiene, 2012).

4.2 Organizational Identification

Organizational identification can be seen as the feeling of oneness together with the organization, the level in which the employee identify himself or herself with the organization’s identity (Hameed et al., 2016). According to Hameed et al. (2016, p. 3), “previous research states that organizational identification is an important determinant of a firm’s overall effectiveness”. Further on, if employees were to identify themselves with the organization's identity, there will be positive impacts on several aspects such as job satisfaction and organizational citizenship behavior (ibid.).

To fully grasp the concept of organizational theory one must first have prior understanding of the social identity theory, as the first theory is based on and derived from the latter (Hameed et al., 2016). Social identity theory draws several assumptions on the individual level that are key to understanding the concept. In people's everyday lives, individuals strive for positive self-esteem, some part of this self-esteem is derived from feeling a connection with other individuals in form of membership in groups (Van Dick, 2001). An example of this group can be the particular organization where the person works. Therefore, the level of identification on the individual level depends on the correlation of individual values within the firm and the organization as a whole. The social identification theory does also assume that an individual's self-concept consists of two different components. It is the self-esteem described earlier, how individuals put themselves in to different social groups and how this in turn contributes to a
positive self-concept. The latter can be described as how someone perceives or thinks about himself or herself, positive self-esteem contributes to a positive self-concept (ibid.).

The essence of social identification is therefore the individuals’ need for self-enhancement which is accomplished to a degree of assigning oneself in to well-regarded and attractive distinctive groups that matches the individuals’ values (Terry & Hogg, 2001). This gives the individual a chance of developing a stronger relationship with the organization. The connection between the individual employee and the organization is at its strongest when the individual’s self-concept and the organization’s identity have several attributes in common (Bartel, 2001). In that sense, it can be stated that by investing resources in the organization’s CSR practices with the aim of benefiting a certain community and the organization’s employees, the organization has a chance of enhancing employee’s identification. The employees will see the organization as responsible and caring which can then in turn coincide with employees needs and ultimately boost individuals’ self-esteem (ibid.).

4.2.1 The Group Engagement Model

The group engagement model is a relevant concept as it divides organizational identification in to two parts. Internal and external evaluations which matches the concepts of internal and external CSR. From an external focus the organizational identification can be seen as perceived external prestige, which is the individual's perceived image of the organization when it comes to the organization’s relationships towards external stakeholders (Hameed et al., 2016).

On the other hand of the spectrum there is the internal focus, which can be defined as the perceived internal respect. It is the individual's perception of their value and status within the organization (Hameed et al., 2016). To make it clear, the perceived external CSR contributes to the organization’s perceived external prestige and the perceived internal respect depends on the internal CSR activities towards employees, see figure 1. It’s essential to mention that employees’ individual values does most likely differ from one another and therefore the impact of the organizations CSR activities are likely to differ from individual to individual. The level of identification between the individual and the organization’s CSR activities are referred to as the level of calling. Calling orientation determines how important an organization’s CSR activities are for the individual’s personal values. Therefore, when there
is a stronger calling orientation between the organizational CSR activities and individuals’ values, the greater impact it will have on the individual’s self-esteem (ibid.).

4.2.2 Perceived External Prestige

The perceived external prestige is a popular concept when it comes to defining organizational identification. This perception is important as it boosts the employee’s self-concept and feeling of self-worth. Particularly if the individual can see that others perceive the organization to be aware of its surroundings and caring for external stakeholders (Dutton, Dukerich, & Harquail, 1994). According to Hameed et al. (2016, p. 4), “individuals prefer being part of prestigious groups because it strengthens their self-esteem”. This portrays that CSR practices of an organization are seen to be a field of opportunities for the firm to satisfy its employees. This statement was also further posited by Kim, Lee, Lee, and Li (2012) that employees have a sense of satisfaction with oneself by associating themselves with a good company.

4.2.3 Perceived Internal Respect

As stated earlier, internal respect is focused towards the employees of the organization, the level of respect, importance, and value that one feels at his or her workplace (Hameed et al., 2016). Feeling valued in the workplace and the organization as a whole enhances employees self-esteem and boosts the organizational identification of the individual, as long as this level of internal respect coincides with the individuals needs (Fuller, Hester, Barnett, Frey, Relyea, & Beu, 2006). The internal respect is determined through several different attributes from organization’s internal CSR. Such as employee health, safety, well-being, and possibility to participate in decision making. These CSR activities signal that the employee is in the center and of value for the organization (Hameed, et al., 2016). From the work of Fuller et al. (2006) it has been shown that human resources activities as recognition, justice within the organization and training programs are predictors of perceived internal status which ultimately leads to an increase in the organizational identification.

4.2.4 Calling Orientation

Individuals have different perceptions and are therefore affected by different stimulus and the same thing goes for the CSR activities of the organization (Hameed et al., 2016). In the model, this is referred to as calling orientation. This orientation is based on how employees
perceive their own contributions to their workplace (ibid.). Some employees arrive at work just to get paid, some see their work as a way of expressing one’s self, as a great career opportunity, or it can simply become the true meaning and purpose in life for some individuals (ibid.). From a psychological perspective, previous research found that an individual’s participation in corporate social initiatives can lead to enhancement in employee motivation and organizational identification (Bode et al., 2015). This effect can be argued to origin from the intangible benefits that individuals achieve from participating in the CSR activities, which boosts self-esteem and the perception of the organization, ultimately increasing their engagement and retention in the organization (ibid.).

![Figure 1: Organizational Identification Model](Created by authors, adapted from Hameed et al., 2016)

The figure presented above, illustrates the different aspects of organizational identification and their relation to each other. Internal CSR has a direct connection with the perceived internal respect, which is the individual employees’ perception of feeling respected and valued within the organization. External CSR has in turn a direct effect with the perceived external prestige which focuses on how the external CSR activities may influence the individual's perception of his or her workplace from a stakeholder’s perspective. As said earlier, the level of influence on the individual from the internal or external CSR depends on...
the individual's level of calling orientation. The level of calling orientation varies depending on the individual’s preferences and values. Finally, this determines the level at which an individual identifies themselves with the organization.

4.3 Employee Retention

Employee retention is referred to as the organizational practices aimed at maintaining the continued employment of valued employees (Coldwell, Billsberry, van Meurs, & Marsh, 2007). Retaining these employees are critical to the success of a company, not only for cutting operational costs but, also to increase the company’s competitive advantage in the market as measured by high retention rate reflective of employee engagement (Gering & Conner, 2002). The retention of an individual in a company can be partially explained through individual and organizational matched values. It can be enhanced through the process of organizational-socialization and identification. Therefore, employees can be made more compatible with organizational goals and values and are then more likely to remain in the organization (Coldwell et al., 2007). Not only do employees desire a good salary or prospects, but as well as the sense of feeling pride in one's workplace (Coldwell et al., 2007).

Based on previous studies, it has been found that organizations with engaged employees have higher rates of retention (Markos & Sridevi, 2010). To further grasp the forces shaping retention, it is necessary to understand that CSR initiatives, such as human resource management, are considered to be crucial drivers to employee engagement and retention; especially at entrepreneurial organizations (Dabic, Ortiz-De-Urbina-Criado, & Romero-Martinez, 2011). The reason why organizations are valuing the retention of individuals and their intellectual capital is because it bears a huge cost for the organization and is essential for the organization's performance. If the organization is forced to constantly attract new human capital to replace employees who have left their work, it will suffer from high turnover costs (Bode et al., 2015). Therefore, employee participation in CSR initiatives have been seen as a way to reduce turnover rate and increase the retention rates inside the organization (Bode et al., 2015).
4.4 Factors to Retention

4.4.1 Defining Motivation

Motivation can be defined as the psychological process which gives rise to stimulation for achievement of desired goals (Wilson & Madsen, 2008). Additionally, it is the drive in which people are encouraged to proceed ahead to perform something extraordinary, to accomplish certain basic needs and feel satisfied (Khan, Latif, Jalal, Anjum, & Rizwan, 2014). Motivation for employees is one of the crucial key factors to promoting work performance (Zhang, Zhang, Song, & Gong, 2016). This is the reason why this topic is of interest to managers, they want to identify effective measures to promote and support motivations of their employees, and work performances (Zhang et al., 2016). There are two types of motivation that will be distinguished in the following sections, *Extrinsic Motivation* and *Intrinsic Motivation* (ibid.).

4.4.2 Extrinsic Motivation

Individuals who are motivated extrinsically means that the individual receives an incentive or punishment externally from another individual (Zhang et al., 2016). It can be incentives in the form of promotions, appreciation, higher salary or a bigger office space, which are given externally from one individual to the employee (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017).

Creating a work environment which is constructed around the employees safety and at the same time promotes interaction among employees at the workplace can lead to positive results (Kuvaas et al., 2017). Together with the support of the managers, their feedback about results and progress, extrinsic motivation can be effective (ibid.). According to Bård (2006), individuals in the lower level positions of an organization are more likely to be affected by extrinsic motivational factors than individuals at higher level positions. This is due to the fact that lower level positions are more likely to have lower wages than the positions at the higher level (Turner & Cheng, 2017). This explains how students which are likely to have a lower level position when starting out, can be prone to extrinsic motivation factors.

4.4.3 Intrinsic Motivation

Intrinsic motivation behaviors on the other hand comes from the individual themselves (Zhang et al., 2016). Individuals whom are intrinsically motivated, are likely to be motivated
by having a meaningful purpose at the workplace, and more significantly that employees are feeling like they are contributing towards reaching goals and that the individual is making progress of reaching the purpose at the workplace (Thomas, 2009). These motivational factors comes from the inner rewards employee gives themselves, which in turn are developed from happiness and self-confidence in the workplace (Kuvaas et al., 2017). It is common that these intrinsically rewards assists in retaining employees at the workplace (ibid.). These individuals are not as dependent on the extrinsic rewards, as an individual who is mainly driven by materialistic or monetary rewards, since these employees are more likely to quit or change employer if they can be offered a greater reward at another workplace (ibid.).

Both motivational factors, intrinsic and extrinsic are important tools for employee engagement (Khan & Iqbal, 2013). With the use of motivation as a tool, it can influence employees to be more engaged in their work (ibid.). Given that employees are essential components to organizational success, it is only imperative to highlight how motivation leads to employee engagement (ibid.).

The distinction between the two types of motivation are presented to inform the reader of how varying individuals would either be intrinsically or extrinsically motivated. Work motivation has a strong positive relationship to employee engagement (Khan & Iqbal, 2013). Therefore, depending on whether an individual is intrinsically or extrinsically motivated, will determine how CSR related factors might have an effect or influence the engagement and retention within one’s workplace.

4.5 Employee Engagement

Kahn (1990) describes employee engagement as a state of harmonization with ones role at an organization. A state in which an employee can express themselves physically, emotionally, and cognitively whilst working (Saks & Gruman, 2014). Employee engagement could be considered to be one of the key contributors to an organization's competitiveness and success, given that it facilitates the retention of valuable employees (ibid.). Employee engagement according to previous research can be connected with the organization's profitability, sales, customer satisfaction, employee retention and ultimately the overall level of productivity. It is the emotional commitment that the employee has towards his or her tasks in the organization (Macey & Schneider, 2008).
According to previous studies, it has been posited that CSR is the strongest predictor of employee engagement and identification with a mediating relationship of organizational identification (Yousaf et al., 2016). As employees are important stakeholders who create demand for CSR, organizations can act upon these demands by creating employee volunteerism programmes, which refers to any programme or system intended to motivate employees to perform community services (Jones, 2010).

Internal CSR refers to the psychological and physiological well being of employees, this includes the respect for human rights, health and safety measure for employees, work-life balance, employee training, equal opportunity, and diversity (Hameed et al., 2016). In regard to employee engagement, when individuals receive support from their organization, they are more likely to feel strongly committed to the organization (ibid.). Internal CSR is suggested to increase the quality of work for employees which results to satisfied employees. Employees who are satisfied at their workplace are more likely to promote better quality services and are more motivated and engaged. As previously mentioned by Jones (2010), organizations who are engaged in social welfare activities gain a positive corporate image and are better at attracting and engaging its employees.

External CSR refers to the environmental and social activities, such as volunteerism and cause-related marketing, that assists in strengthen the firm’s reputation among its external stakeholders (Hameed et al., 2016). The organization’s involvement in these activities make employees proud of the organization they work for, given that the individuals feel associated to the corporation in which they work for (Chaudhary, 2017). Therefore, the corporation's reputation plays a vital role for employees’ engagement in the organization. Employees will be able to strongly associate themselves with their organization and employees are more likely to feel strongly attached to the organization (Hameed et al., 2016).
4.6 Conceptual Framework

This conceptual framework displays the highlighted theories of the study, as seen in figure 2.

The model acts as an aid for the reader to fully grasp how each theory presented influences the other and eventually affecting employee retention. This model does not act as a cause-and-effect concept but rather how a strategic fit of an individual and the organizational values may predict the possible outcomes under motivation, employee engagement, and employee retention.

![Conceptual Framework Diagram]

Figure 2: Conceptual Model (Created by authors)

As seen on the figure above, the conceptual framework of the study is presented in order to develop an easier understanding for the reader about the structure and the interconnection of each topic.

To begin, this study explores how CSR affects employees’ engagement within his or her workplace and its impact on deciding on retention in ones organization. CSR is distinguished by internal CSR and external CSR. Given that motivational factors to engagement or retention may vary in a personal level, internal or external CSR will have a different way of influencing
or affecting an employee depending on their personality and preferences. Therefore, predicting whether internal or external CSR has a more significant impact over the other will depend on the organizational identification of an individual.

After determining the organizational identification of an individual, it is possible to draw assumptions and analysis on the motivational factors of employee engagement and employee retention. The factor of motivation in this study is not used to determine what motivates individuals, but rather it is used to describe the driving force to engagement and retention of employees. When determining the organizational identification and fit of an individual, this serves as a basis on the understanding of how certain CSR factors influence engagement and retention. This allows the authors to reason on the answers of the informants and respondents, given that all responses will differ from one another due to the nature of this study.

As posited by Markos & Sridevi (2010), employee engagement has strong relations to employee retention rates therefore acting as a predictor to identifying retention rates. The conceptual model depicts how CSR related factors can affect an individual’s engagement at work depending on their organizational identification, therefore using employee engagement as a proxy to determining employee retention.
5 Methodology

This section will highlight the process of completing this study so as the design of the study and data collection. This section will clearly define the steps of the research and explore the process behind the work from reliability and trustworthiness. Methodological criticism will as well be further elaborated under this section.

A way of ensuring reliability is to make sure that the process can be duplicated and in that way find the same results (Bryman & Bell, 2015, p. 640). Therefore, it is vital to paint a concrete picture of how the study has been developed. The method of analysis for this study is theory driven which means that the evaluation process is conducted under contextual and holistic terms based on the proposed conceptual framework (Mathison, 2005). This provides insightful information for the readers to understand the highlighted theories and components for the study (ibid.).

5.1 Design of Study

This paper is conducted through qualitative measures, which is a research method that focuses more on the qualitative and non measurable aspects to get results beyond what numbers and short statements can answer. The process does not follow linear-steps, instead it is an open-ended way of doing research (Bryman & Bell, 2015, p. 647). This study is conducted by using both interviews and a qualitative survey. This way of triangulation, makes it possible to cross-check the results of both data collection methods (ibid., p. 647). The results of the interviews that have been conducted can be enhanced with the results of the qualitative survey (ibid., p. 648). It can be used to either further support the results gathered from the interviews, or introduce an additional aspect of the study.

This study follows an epistemological research methodology. Epistemology is described as, what knowledge is and what are the sources and limits of knowledge (Bryman & Bell, 2015, p. 26; Eriksson & Kovalainen, 2008). The research process integrated four sources of knowledge which are, intuitive knowledge, authoritarian knowledge, logical knowledge, and empirical knowledge. Intuitive knowledge was used to specify which gap or specific problem to be explored within the selected research area. Authoritarian Knowledge is gained during the literature review for the theoretical framework of this study. Logical knowledge is
developed through the analytical processes done on the primary data and findings. Logical knowledge was used as an aid to conclude this study, this results in to empirical knowledge. The specific epistemological branch approached by this study is *interpretivism*. Interpretivist research includes prior insight of accepted knowledge but there is an assumption that current knowledge is insufficient due to the complexity and unpredictable nature on what is perceived to be reality (Hudson & Ozanne, 1988). The statement of CSR being a key driver to employee engagement and retention is the given gap and current knowledge that is to be examined under empirical terms for this research. Therefore, the research is conducted with an open mindset, where it is susceptible to new information throughout the study. New information is developed and gathered from the responses of the informants and respondents. This gives the ability to adapt what is considered to be as accepted knowledge today and challenge it without being bound to any contextual and social constructs (Hudson & Ozanne, 1988). The goal for this interpretivist approach of research is to interpret and have in-depth understanding in human behaviour, and this can be captured through the motives, reasoning, and subjective experiences by individuals.

To make a distinction between the answers gathered from the qualitative interviews and the qualitative survey with open-ended question, the terms informant and respondent has been used. The term informant refers to the subject who has been interviewed by the authors, either face-to-face or through phone interviews (Morse, 1991). Respondent, on the other hand, refers to the subject who has answered the qualitative survey (Morse, 1991). This is an important distinction to make, in order for the reader to understand which group of individuals, based on the collection of data, the authors are referring to.

From the beginning of the study, there was a consensus among the authors regarding which topic was mutually of interest to research. Corporate Social Responsibility as mentioned earlier, is a huge topic in today's environment and there has been an interest in seeing how that has an effect on organizational performance. Given its popularity of incorporating CSR activities within organizational strategies, the interest of investigating how this implementation may affect employees’ engagement and retention was explored closely.

In order to answer the proposed research question of this study and cultivate a more holistic view, a qualitative approach was conducted via qualitative surveys and interviews. The
qualitative survey consists of open ended questions to allow the respondents to elaborate their answers freely and touch on subjects of human behaviour, emotions, and personality characteristics that quantitative approaches cannot provide. The interview questions and surveys questions were related to one another, this method is used to control and gather results of similar nature. This is to further ensure that the data collected are comparable. In-depth explanation of how the open-ended questions were designed will be further explained in the following sections.

5.2 Data Collection

5.2.1 Primary Data

Data which has been collected from an original source, is called primary data (Bryman & Bell, 2015, p. 13). The primary data gathered for this study were collected through qualitative interviews and qualitative surveys that consists of open ended questions.

5.2.1.1 Qualitative Interviews

The data collection is conducted through a number of semi-structured interviews, which means that the questions are more of a general form compared to a structured interview (Bryman & Bell, 2015, p. 213). With a semi-structured interview consisting of questions that are open-ended, the interviewer would be able to encourage well-motivated answers from the informants and additionally have the ability to ask follow-up questions (ibid., p. 214). This makes it possible for the authors to ask questions which would otherwise be missed if it was a structured interview. Additionally, the choice of conducting a qualitative interview was done for the purpose of gathering relevant data from informants who are working within an organization that implements CSR within their organizational strategy.

The questions were operationalized to fit the relevant theories needed for the investigation of this study. To see how the questions were motivated to fit the relevant theories, find the operationalization table for qualitative interviews in appendix 2. In regards to the interview questions (20 open-ended questions), the authors decided to combine the theories of motivation and engagement into the same questions since work motivation has a strong positive relationship to employee engagement. This way, the number of questions administered are shortened. Making it a more pleasant and smooth experience during the
individual face-to-face interviews. Additionally, it also comprises the theories into one, allowing the informant to consider both variables when answering the questions. This will provide more reliable data, specific to how motivation and engagement are influenced similarly from CSR related factors. The order in which the questions are asked can vary and the interviewer also has the ability to ask further questions in response to what are seen as meaningful replies by the informant (Bryman & Bell, 2015, p. 213).

The informants that have been interviewed in this study has received a copy of the questions before the interview took place. The choice of giving informants the list of questions prior to the day of the interview helps the informants to be more aware on the nature of the interview and therefore giving them the chance to be confident and prepared. The data collected needs to be thoroughly prepared, which is why it is beneficial to give the informant time to prepare their answer regarding the questions.

In order to gain insight and interpret the interview which is reflecting the informants’ responses, one must put themselves in the shoes of the other to present an unbiased perspective (Bryman & Bell, 2015, p. 213). The interview questions are developed with a connection to the research question and relevant theories used in order to ensure the gathering of relevant data for a rich analysis and conclusion. There are a lot of research conducted within the field of employee engagement and retention claiming that CSR is an important driving factor to their involvement and dedication within an organization (Yousaf, 2016). The gathering of primary data captures a deeper understanding of how CSR related factors are influencing employee engagement and retention within Swedish premises.

The seven qualitative interviews were conducted in the Swedish language since it was taken into consideration that the informants would feel more comfortable answering with their mother tongue. This has been considered to aid the study since it can be expected that the answers would be expressed in more detail and the informants are able to further motivate their claims.

The qualitative interviews were recorded for transcribing purposes. It is beneficial for the authors to be able to go back to the recording and listen to what the informants said, and sometimes even more importantly how the informant said it (Bryman & Bell, 2015, p. 213).
To ensure that all relevant information will be presented to the reader, which increases the credibility, due to this the audio-recorded interviews are needed. When referring back to what the informants said during the interview, the interviews are transcribed and documented as *Interview Protocols* (I.P.).

**5.2.1.2 Qualitative Survey**

During the research, the authors has used a sampling method called convenience sampling. It is a way of targeting people which is accessible for the authors and therefore of a convenient sense in order to collect primary data (Battaglia, 2008). By using convenience sampling, it is important to be aware of the issues of subjectivity that might arise from using this sampling technique (Battaglia, 2008). At the same time, the use of convenience sampling approach was chosen in order to ensure that enough respondents were found to collect adequate data. Also, it is possible to ensure that, from the authors perspective, the respondents of choice have enough experience regarding the subject to deliver a fruitful response. It is important to mention that this research is aimed to get as many respondents as possible to gather the necessary data needed to conduct an analysis.

A qualitative survey of the very same nature as the interview questions has been chosen in order to gather even more data and reach out to a larger amount of respondents. As the questions are of the same nature and very much alike, the answers from both the interviews and survey respondents can be combined. The theories of employee motivation and engagement were also combined for the survey questions, for the same reasons as explained earlier under section 7.2.1.1. The survey questions were operationalized in order to fit the relevant theories needed for the investigation of this study. To see how the questions were motivated to fit the relevant theories, the operationalization table for the qualitative survey can be found in *appendix 3*. It will help in capturing the main reasons and thoughts of the individual regarding how he or she feels that CSR would be a driver for his or her engagement and retention in the organization. The greater number of respondents by conducting both a qualitative survey and qualitative interviews than solely relying on a number of interviews, will help in drawing conclusions regarding the subject with a higher sense of confidence.
5.2.2 Secondary Sources

Secondary sources were used for the collection of data. This data is collected from someone else for another primary purpose (Johnston, 2014). To utilize such existing data provides a viable alternative for researchers who may have some time constraints or limited resources (ibid.). The data gathered for this study was collected from secondary sources such as scientific articles, journals, and books that are in line with the topic of the research.

In order to enhance the understanding of the subject, it was necessary to find fitting theories in which the authors could start exploring the previous field of research. The concept of CSR is today well explored and defined by different authors. The concepts of motivation, engagement, and retention are necessary to put forward in order to understand what happens on the individual level. Further on, the theory of organizational identification theory was found which was a great match for the research question. This can be argued as the organizational identification theory splits up CSR in two distinctive approaches in which how it can engage employees according to their level of identification with their organization, just as how CSR can be split up into two different approaches, internal CSR and external CSR. Therefore, the organizational identification theory has been chosen as the main theory in order to investigate the research question.

The collection of primary data in comparison to the data collected from secondary sources creates the possibility of drawing connections between the two approaches and therefore providing a more credible and trustworthy result to be presented to the reader (Bryman & Bell, 2015, p. 211).

5.2.2.1 Literature Review

In order to present an analysis and conclusion for the reader it is important to dig deeper regarding the subject from previous studies and articles. It is of great importance to dive in to literature that already exists regarding the subject, in order to achieve confidence regarding the topic of research (Yin, 2013). From databases such as Diva, Google Scholar, Emerald Insights and ABI/INFORM Global articles of a scientific level has been chosen which are mostly peer-reviewed in order to ensure its reliability and credibility. Webpages and journals have also been used as secondary sources to gather data. The literature of choice has covered
concepts and theories of CSR, employee motivation, employee engagement, employee retention, and Organizational Identification theory with an unbiased approach in order to present a thoroughly conducted and well concluded research. Vital information regarding the research has not been excluded and by avoiding biased arguments it is possible for the reader to make their own assumptions towards the topic, which minimizes the risks of affecting the opinions of the reader (Bryman & Bell, 2015, p. 213). When reading, there should be a feeling of unbiased arguments, to give the reader the greatest possibility to draw his or her own assumptions regarding the topic which enhances the dependability of the study (ibid., p. 213).

5.3 Methodological Criticism

Previous researchers within the field of quantitative research, argues that a qualitative approach has its weaknesses, which is necessary to present to the reader regarding the study. Not only to lift the issues to the surface, but also how the authors have tried to avoid it to have an impact on the study. A quantitative study can be more standardized with controlled numerical measures whereas qualitative studies involves non-measurable explorative answers that varies from one informant to the other depending on preference, opinion, and experience. This issue is not a major concern as the purpose of the study is to explore personal opinions, which will rely on their personal experiences. By targeting a hefty amount of respondents and informants, the most common answers will create a majority of answers to be used for a conclusion, but the minority will also be presented.

Subjective issues derives from certain choices made by the authors regarding what is seen to be necessary and relevant to answer the research question. This approach risks the exclusions of certain information which may have had relevance to be presented to the reader (Bryman & Bell, 2015, p. 413). To minimize the impact of subjective issues, the authors have tried to present all the necessary data that concerns the research question. This enables the reader to create their own personal judgement and at the same time save the reader from irrelevant responses. Certain measures were taken such as imposing control questions for the qualitative interviews and surveys in order to have a basis for comparison and analytical reasons. This aids the process of analyzing the data gathered since the control questions determines which data would be of relevance to the study.
Transparency concerns in regard to how the study was concluded should be highlighted for the reader to a certain extent, since a full explanation of the choices made by the authors would be of too much content (Bryman & Bell, 2015, p. 414). It should be mentioned that the theories used for the aid of this study were hand-picked by the authors with the intent to discuss only the relevant subjects necessary for the study as a whole. This aspect of the study allows the authors to directly assess the subject, and additionally making it less tedious for the author since only the fundamental theories would be thoroughly presented.
6 Findings

The following section will present the findings of this research paper.

During the research of this study, the authors have had the opportunity to gather an abundant collection of data through qualitative interviews consisting of seven informants and additionally 71 respondents from the qualitative surveys designed with open ended questions. Complementing the in-depth data gathered from the interviews and the open-ended survey helps contribute to a rich discussion and conclusion regarding the research question. The total amount of data used from the survey to consist of 710 qualitative answers.

6.1 Findings From Interviews

The following section will display the important information gathered from the interviews conducted with individuals who are working at organizations that implements CSR within their organizational strategy. To aid the reader with background information regarding the companies used to gather primary data, see appendix 6. In regard to background information of the informants, in order to identify how an individual is motivated, their calling orientation and their level of organizational identification, see appendix 7.

6.1.1 Company A

6.1.1.1 Informant A1

Organizational Identification

It was stated that informant A1 individual values were shared with the organizational values of Company A. This is of great importance to the informant in order to stay satisfied at the workplace, and it is a strong reason for why A1 is still working within Company A. According to the interview protocol (I.P.), A1 said that “it’s an open environment where everyone can bring their thoughts to the surface, not only at a floor level but also if one needs to get in contact with higher managerial positions. Ideas are very welcome to be brought forward. Therefore, a common mindset regarding the organization's values have developed and we are aware of these common goals in our everyday work” (I.P. 1, p. 1).
Internal CSR
According to the informant, the internal activities would make A1 feel more recognized and valuable for the organization. It was stated that “most people are mainly driven by money and their salary, but the fact that the organization puts activities directed for the well-being of its employees makes me feel more valued in the eyes of the organization” (I.P.1, p. 1). Sustainability is a very big subject and can mean a lot of different things or activities conducted by the firm. Other than just money to be a driving force for motivation, feedback from supervisors and a close connection between the managerial layers is a force that motivates the informant and the co-workers at the office in Västerås. Also, the possibility to have control of one’s individual work is something that contributes to a meaningful workplace. As informant A1 stated “what drives people in this office the most is the fact that there is a close relation with the boss. Feedback from the upper levels of the managerial positions and co-workers is of great importance for all of us, and it brings a healthy work environment where we all develop as human beings to become even better for our customers. On top of this, we have the possibility to control our own every day work with a sense that our boss believes in us, a sense of trust” (I.P.1, p. 2).

External CSR
Regarding the image of Company A, informant A1 said that it has a positive affect, especially when it comes to hiring new employees. The informant stated that “the reputation of my employer is very positive around here, which makes that image of the organization to be very positive within the society. This brings a lot of attention, and there are alot of people who are applying for a job here” (I.P.1, p. 2). It was also said that CSR is an essential way for organizations to differentiate themselves to attract and retain knowledge. Which is an interesting perspective mentioned by informant A1 regarding CSR and its effects on the informant and the co-workers. According to A1, “in company A it’s not like CSR is distinctively split into two factors of internal and external, CSR as a whole contributes to a positive and healthy work environment that makes employees happier, which in turn makes us able to help the customer in their needs to a greater extent. This results in satisfied customers which leaves a positive impression on me and my co-workers, so I would say it’s like a circle that contributes to a joyful work experience” (I.P.1, p. 2). Finally, informant A1 said that people are motivated and engaged in different ways given individuals are unique to their own kind. It is not a one size fits all, which is why some co-workers might not be as engaged from
the CSR activities to the same extent as the information feels. According to informant A, “once you start reflecting about the organizational values and can identify yourself with the organizational values, there will be a greater chance of staying within the organization” (I.P.1, p. 3).

**Internal CSR versus External CSR**

According to A1’s own thoughts the internal CSR conducted by company A has a greater influence on the informant’s willingness to keep on working in the organization, which A1 believes to be the same for the majority of the colleagues at the workplace. At the same time, the external part with a positive perception of the company also has some positive contribution. Additionally it was also mentioned that CSR contributes to a happy workplace. The external part is not contributing to the same extent regarding to the retention of the informant and the co-workers at the workplace.

**6.1.1.2 Informant A2**

**Organizational Identification**

Similar to what informant A1 stated earlier, informant A2 finds that sharing values with the organization is of great importance. “It is absolutely important for me that the values that I bring into the organization should to some degree be in alignment with my employers values. It is something that has developed more and more since I haven not been working here for many years, but now I would say that there is a clear picture from my point of view regarding the organizations’ values and I am happy to say that it feels like my personality can be reflected by the organization” (I.P.2, p. 1) This is something that informant A2 believes to be a contributing factor to performance in the work. Just as informant A1 stated, informant A2 confirmed the shared mindset amongst the co-workers and that it is a positive contributing factor to their performance and service towards customers.

**Internal CSR**

The employees of company A finds that they are aware of the internal CSR activities imposed by the company. Informant A2 explained it to be easily accessible, “the internal activities towards us employees are easy to find and when you start working here, it is well presented what opportunities are there for us within the organization” (I.P.2, p. 1). A2 said that the feelings arising from the internal activities does make one feel more valued at work, increases one's well-being as an individual but also enables the individual to have the resources that
one needs in order to perform and deliver in the eyes of the customers. Regarding its effect on the informant’s engagement in the work, A2 said that “it is not the major factor to my engagement at work, but of course part of it contributes to me being able to perform well and makes me satisfied in my work” (I.P.2, p. 1). A2 further explained that “to me, the internal part is something that makes me talk and represent my employer in a very positive way, it gives me the possibility to develop as an individual within the organization. I can learn more and give it a try on new challenges. Therefore, I would say that I am willing to stay within the organization as these possibilities in return allows me to develop as a person” (I.P.2, p. 1)

**External CSR**

From an external perspective, informant A2 stated that “the external part of our activities regarding CSR, has actually been something that I have encountered many times when meeting with a customer. Numerous times, the customer have said that he or she appreciates certain activities that involves the customers. For example, “we have seen local pre-school students wearing the reflective clothing with our company’s name on it” (I.P.2, p. 2). The activities are seen to have a positive impact on the society around Västerås and therefore, once you can see that a change is being made from a customers point of view, informant A2 said that it becomes more visible that the company is in fact contributing to a better place for others as well. This is also something that makes informant A2 take pride over the employer. “When you hear from others that the organization is appreciated, I do feel that I have found an organization that I’m happy to represent” (I.P.2, p. 2). For A2, just like the internal part, it is not a major factor for is engagement or retention within the company. Just as other informants have stated, it is a positive influence but not the entire reason for staying engaged or retaining within the company.

**Internal CSR versus External CSR**

Choosing whether internal or external is of greater influence on the informant’s retention within company A, informant A2 said the following. “To be honest, many of us are egoistic in this world. The external activities are something that makes me feel proud of the organization but the internal activities are to me of greater importance for my wellbeing and productivity at work” (I.P.2, p. 2). Therefore, the internal part is seen to have a greater influence on A2’s engagement at work and retention within company A.
6.1.2 Company B

6.1.2.1 Informant B1

Organizational Identification
Informant B1, believes that it is important that individual values goes hand in hand with the organization’s values. B1 stated that, “I can imagine that it would be difficult for me to work for an organization which does not share any of my individual values. It has not happened yet, but I can imagine that it can be difficult” (I.P.3, p. 1). “Personally, it does not make a big difference for me to work with individuals who thinks the same way as me. But everyone at the workplace have the right to have their own opinion about the organization” (I.P.3, p. 1).

Internal CSR
Informant B1, does not consider it to be important to be seen or to be acknowledged in the organization, in order to increase the sense of respect. B1 does not think that it would lead to more motivation and engagement in the everyday work life that the informant has. Something that B1 supports, is that people should have the ability to speak up, in by that sense have a say in the organization. For example, B1 mentions the following statement “I think it is very good to urge people not to keep silent, to speak up and lift their thoughts” (I.P.3, p. 1). At the office where B1 works, employees have the ability to get in contact with the higher management, which can be empowering for the employees working at the lower positions.

On an individual level, B1, does not believe that internal CSR would contribute to get more motivated. B1, claims that it would still be a source of motivation even though the internal CSR activities and support would not have been there. But of course, some parts influences the informant to stay at the workplace. For example, that employees are able to develop and influence their work tasks. B1 feels that there is room to develop and influence to make a difference at the office. This contributes to the informant’s retention within the organization.

External CSR
According to B1, employees at the office are aware that the company is working towards sustainability. It is a subject that often comes up, but since it is such a huge subject, it can be difficult to grasp. The informant mentioned that it is not something that is thought about daily, instead B1 sees CSR as something natural in the company. It is a factor that B1 does not pay
too much attention to, but it still manages to develop in the organization, since it can be seen as a self-sustaining aspect that develops in the organization naturally.

Everyone knows that we are working towards sustainability, and we talk at the office about how we can contribute, but it's a huge subject and we do not talk about it every week but it comes up once in a while. B1 said that employees are aware of the external CSR activities which the office contributes to locally, and its positive effects are often mentioned. B1 thinks it is very individual if this actually contributes to motivation. It may motivate some individuals but not all.

**Internal CSR versus External CSR**

If B1 had to choose between internal and external CSR, the informant would choose the external CSR activities to be the one that influences the most. To gain further information, the interviewer asked which of the internal or external factors that would motivate B1 the most. According to the informant, B1 gets the most motivated when interacting with people. With the long working experience that B1 has in this field, the informant likes to support and help younger employees to succeed, to meet with customers and create long lasting relationships. Most importantly, it seemed to be that B1 wants to make a difference. This response supports B1’s answer on external CSR contributing the most to motivation.

**6.1.2.2 Informant B2**

**Organization Identification**

B2, thinks that it is important that the individual values goes hand in hand with the organization’s values. B2’s employer works extensively with human rights, environmental sustainability, the organization is actively working with it, but it may not be seen as much from the outside.

Informant B2 explained that the organization’s sustainability activities may not be as visible. Instead, it is shown through what you do. B2 further explained how they work for the customer’s initiative, to be able to offer responsible credit offers, to customers who are in need of credit but at the same time would be able to carry the credit. Instead of trying to increase sales, which can put customers in situations which are not economically sustainable. This is something which B2 thinks is important, and it goes hand in hand with the individual
values. B2 would probably not want to work for a company that does not work with sustainability.

The informant thinks that engagement can be increased when working with like-minded individuals, but at the same time B2 said that “at the same time it’s good not to work with like-minded people, it may be good to get another perspective, from another point of view” (I.P.4, p. 1). The culture at company B is very defined and strong. Most individuals share the same values from the beginning which according to informant B2 can be both positive and negative, but most importantly everyone is working towards the same goal, working towards satisfying the needs of the customers.

**Internal CSR**

The ability to be active and have a say in the daily work is important for informant B2. It makes it possible for the informant to further develop and take on new challenges with the help of internal courses. With close contact with the boss and the managers above, makes it easy to communicate possible improvements and changes in the workplace. B2 feels that the ability to have an influence in contributing to change of routines and daily work tasks is an important motivating driver to engagement. The great opportunity to change and influence, is what motivates B2 to continue working. Internal CSR activities, makes B2 feel more valued at the workplace, especially due to the ability to develop as a person and to further excel in the career. B2 mentions that it would be disappointed if the work place did not offer the internal CSR activities, because then the informant would not have the same opportunity to develop. B2 said that “the more you can influence at the workplace, the more engaged you become” (I.P.4, p. 1).

**External CSR**

Informant B2 does not think that the activities of the bank may not have such a big impact on the environment in society, but we do try to cut down on the use of paper, participating in video calls instead of going to Stockholm for meetings, doing responsible credit offers and counseling customers. In addition, the bank supports local activities such as sport or cultural events. It was stated by informant B2 that there is a sense of pride working for this organization, especially when it can be see that the sponsorship makes a real difference.
According to informant B2, the factor that contributes the most to motivation and engagement is that the bank is working towards increasing diversity and gender equality.

According to B2, external CSR does not have as great effect as internal CSR, but it still has an effect on the informant. External CSR, is not crucial for B2 to work for an organization, but affects the informant positively. Activities such as practising equality and diversity, affects me more than sponsorships. Overall, internal CSR is the most important.

**Internal CSR versus External CSR**

B2 gets most motivated and engaged from internal CSR, but external CSR also affects her, but not as great as internal CSR. The informant mentions that it is still “important that the company works with the outside as well, so that it becomes a better world, we have come so far in Sweden that we can help others, and then we will do that too” (I.P.4, p. 2).

6.1.3 Company C

6.1.3.1 Informant C1

**Organizational identification**

It is important for informant C1 to share some of the values with the organization. C1 stated that it is something that the informant has not been reflecting about during the seven years within the organization. But now when it is brought up, C1 believes that it is not essential to share values with the company to its fullest. C1 said that, “it is not a main determinant for my engagement here at company C, of course some of my values are needed to be represented on an organizational level in order for me to feel happy at work. But for every value to go hand in hand between individual and organization would be a challenge to fulfill” (I.P.5, p. 1). The informant explained that there is a common mindset amongst the fellow employees when it comes to values which might be a reason why people get along with each other pretty well, and that sense of working easily together contributes to a greater level of performance towards the customers of Company C.

**Internal CSR**

C1 said that the internal CSR activities initiated by the organization is of great importance as it contributes to a good foundation where individuals knowledge can be further developed. It show that the company cares about employees’ health and it makes him feel valued in the
organization, especially from the several training programs that C1 has been able to conduct in order to keep on developing within the organization. Further on, the informant explained the internal part to be of great influence and also other fellow co-workers engagement in the workplace. Informant C1 stated that “if there is a shared mindset in which where both the organization and its employees wants to invest in one another, the motivation to stay engaged improves, as you feel trusted at their workplace. Therefore, I’m willing to give back in return” (I.P.5, p.1). “An example of this is if I have to work late one evening, I will do that without questioning it, to make sure that the deadlines are accomplished on time” (I.P.5, p.1).

Regarding internal CSR to have an influence on the choice of keep on working within company C, it is stated that there are many factors influencing the informant's retention within the company. The internal part is one factor, but not the major influence. Most important for informant C1 is that the daily tasks shall be challenging and that it is compensated by an equal amount in financial rewards or salary. In other words, the internal CSR activities are seen to be one out of many factors contributing to the decision to keep working for Company C, but it is not the main reason for retention.

**External CSR**

Regarding the external part of CSR within company C, respondent C1 feels proud of working in the organization. C1 said that, “it makes me proud of telling friends and relatives about my employer, I’m happy to represent a profitable organization that at the same time shows great awareness for others. A sense of a humble personality that is willing to put in effort for others well-being, not only on a local perspective but also globally” (I.P.5, p. 2). Further on, the informant explained that “it affects my perception of the company as a whole in a very positive way, it’s not all about showing good results towards the owners of Company C. The organization is much more than that thanks of the CSR activities. I would say that it lifts the entire organization and me and my co-workers get a chance to interact and socialize on another level than solely around business related matters” (I.P.5, p. 2). At the same time, the external CSR is mentioned to not be the main factor influencing the informant to stay motivated and engaged at the workplace. C1 said that the same level of engagement would probably exist without the current CSR activities conducted by Company C.

**Internal CSR versus External CSR**

When it comes to which part of the CSR that influences informant C1 the most in retention within Company C. The informant’s choice was the external CSR, as it gives more joy in the
work by feeling proud of the organization instead of the internal activities aimed towards the informant as an employee. C1 said that “within Company C, we are currently fighting poverty, constantly developing processes both for us and our customers in order to reduce their footprints in deliveries to customers and recently started a project for helping in integrating immigrants that has arrived here in Sweden. All this together makes me feel proud of my work, it brings a greater meaning for my organization's existence” (I.P.5, p. 2).

6.1.4 Company D

6.1.4.1 Informant D1

Organizational identification
Informant D1’s personal values does not always go hand in hand with the organization's values. This is something that D1 does not see as an obstacle, but thinks that it can be more motivating to be able to fully identify with an organization. D1 thinks that it is really important that employees are like-minded, in the aspect of always working towards similar goals and be united as a team. The informant said that this is a key when it comes to building a successful company, because if everyone works together, there is less time spent on the logistics of solving the problem, to get all the individuals motivated to work for the same goal, rather than actually trying to solve it. Even though it can be good with different perspectives on things, D1 experienced that productivity runs more smoothly when individuals are on the same page.

Internal CSR
According to D1, the organization’s internal CSR activities are noticed and acknowledged at the workplace. The informant said that “it is a contributing factor to many of the employees motivation, but of course individuals get motivated in different ways”, so D1 cannot state that it has an effect on everyone (I.P.6, p. 1). According to D1, social activities and other team building activities are a significant part of internal CSR. It brings people together and creates a better working environment. D1 also stated, “the reality is that you need to get the job done too, you cannot just organize things and think about what would make the employees feel happy, if the business is not going well, that would be the primary goal” (I.P.6, p. 1). In addition, the ability to develop as an individual at the workplace is something that D1 thinks plays a vital role in the employee's motivation and engagement at the workplace.
According to the informant, internal CSR can contribute to the retention of an employee within an organization, but it is not something that D1 would take into great consideration when applying for a job. Therefore, other motivational factors are taken into greater consideration instead.

**External CSR**
D1 said that the external CSR activities exists but they are limited, in other words it is not brought up very often. D1 thinks that it is positive that they do exist though, and that it does lead to an increase in motivation when you feel that you can make a difference. According to D1, “there are things of greater importance. If the organization is not profitable, these things does not play as big role as other things or won’t even be able to exist” (I.P.6, p. 2). In addition, D1 said that these activities can increase the engagement and that individuals want to keep working for an organization longer, if external CSR activities are in place. Provided other factors such as employee benefits and the salary is of a desirable level.

**Internal CSR versus External CSR**
According to the informant, internal CSR is something that is easier for D1 to identify with. It is something that D1 notices more often, compared to the external CSR activities that the organization has. Therefore, the informant thinks that internal CSR would be to a greater importance, “internal CSR is something that I, as an individual, can benefit from” (I.P.6, p. 2).

**6.1.5 Company E**

**6.1.5.1 Informant E1**

**Organizational Identification**
Regarding sharing values with the organization, informant E1 stated that it is of great importance, as it might be hard for an organization to cover all individual values. E1 said that “my individual values are in alignment with the organizational values, especially regarding our impact on the environment. It is not a perfect match but what is most important for me is covered by our activities” (I.P.7, p. 1). Further on, E1 explained that it is important that the individual values are covered to a certain degree by the organization, as it foster the engagement to perform well at work and have a steady cooperative way of thinking with co-workers.
Internal CSR
The internal CSR activities the organization performs is seen to have a positive impact on informant E1. “The activities directed towards me as an employee, makes me feel valued of course but is something that I haven’t really reflected at a lot. At this time and age, I am pretty used to it but once reflecting about it, it is for sure something that is of great importance for performing well within the organization. It is especially something that will grow in importance regarding attracting new and young knowledge, that can already be seen in today’s industry” (I.P.7, p. 1). To E1, the internal part is important, it does not make the informant feel more respected but rather more valued as an individual within the organization. Informant E1 said that “salaries are an important way of keeping employees satisfied at work, but it’s a short term incentive. Therefore, the internal part plays a vital role when it comes to giving employees a steady foundation in their work” (I.P.7, p. 2).

External CSR
From an external perspective, informant E1 stated the following, “our external activities are known within the organization but not a subject every day. For these activities to have a relevance regarding my engagement, they will have to be aligned with my interests and values. For example sports are not something that will boost my pride and perception of the organization, I would rather say that the environmental parts are of more relevance for my engagement and perception of the organization” (I.P.7, p. 2).

Internal CSR versus External CSR
When faced with the question of which part of CSR to be the most relevance regarding the choice of retaining within company E. Informant E1 stated that “the internal part is to me, more of an influence as it is something that is affecting me directly in my work. The external part is something that to me is harder to grasp and feel or see the impact of. Therefore, I would choose the internal CSR of my employer to be of more importance in my choice of staying within Company E” (I.P.7, p. 3).
6.3 Findings Qualitative Survey

The following sections will display the findings and compiled information gathered from the qualitative open-ended survey questions. To control the data gathered, only the respondents with work experience in Sweden were taken into account for the analysis of this study.

Values

The majority of the respondents reckons that it is of importance to have their individual values in alignment with the organization’s values. These respondents argue that the alignment of values helps to give a sense of pride for working within an organization. According to many of the respondents, they thrive better at their workplace when they can identify themselves and when their values goes in hand with the organizational values. Several respondents say that it is a factor that has recently been of more importance. A frequent response is that a shared mindset of values brings like-minded individuals together with common goals, which in return boosts their engagement at work. Individuals start reflecting on how they impact and make a difference at their workplace and that they do not want to be associated with negative behaviors conducted by the organization. The match between values, affects an individual's motivation to stay engaged at work and their perception of the organization. Subsequently this affects their performance at the workplace. Some respondents have recognized that the organization can never fully match all individuals values, therefore these respondents talk about core values as the vital aspect to be shared amongst the employees.

Some of the respondents have also mentioned that the more values that are shared between employees and the organization, the easier it is to create a common mindset within the workplace. This helps in building team spirit, which enhances their perception of the organization and one can feel proud of working for that organization.

A few respondents, on the other hand, do not think that it is important that their values are in alignment with the organization’s values. Some respondents had neither thought about this before, or argued that money is more important and that they would still be able to work for an organization even though their personal values are not shared with the organization's values. It would not be concluded that these respondents thought that they get more motivated from sharing individual values with the organizational values.
**Internal CSR**

All respondents, except for a minor percentage, feel more valued as an employee due to adequate internal CSR activities provided by the employer at the workplace.

Something that was brought up by several respondents was that many internal activities are nowadays taken for granted and therefore one can expect a certain amount of internal activities to exist when starting a new job. If some CSR activities that were used by a previous employer don’t exist in the new organization, people will feel that something is missing.

Majority of the respondents also agreed that internal CSR helps the retention of individuals within their workplace. Based on the respondents answers, internal CSR can be seen as a contributing factor to a reduction on employee turnover.

Based on many of the respondents, when an organization is caring for the employees health, it makes the individual more motivated and according to the majority of the respondents, this leads to an increase in the engagement at the workplace.

The internal activities sums up to have a positive effect on the individual's choice of staying within the organization, as long as another organization does not have even greater and stronger activities towards its employees. Then it can become a vital aspect in comparing organizations and therefore choosing the one with greatest level of internal activities. On the other hand, again a few respondents said that it is contributing positively to retention and engagement, but that internal CSR does not have the same relevance as a good salary.

**External CSR**

Majority of the respondents think that their view on an organization would be positively affected if the organization in which where they work is actively aiming towards sustainability and practising external CSR activities. The few deviating respondents argue that it does not have an effect on my well-being, or that it has crossed their mind, how to improve and how to reduce the environmental impact that the company has, but it is not something that would affect them greatly.
Overall, it seems like the external activities do have a positive impact on their engagement when it comes to feeling proud of the organization's external activities. But when it comes to the specific nature of the external activity, the majority of the respondents state that it is not a determining factor for their performance or choice of staying within the organization. In other words, the external activities sums up to create a positive and humble perception of the company, but when it comes to what kind of external activities that are performed, it is something that is portrayed as being abstract and distant, therefore it is not of great relevance to the majority of respondents regarding their engagement or retention.

From the answers of the qualitative survey in regards to external CSR, it is noticed that the internal activities are factors that employees are reflecting more about, maybe because it is directly affecting them. The external activities are good for the image of the company, to feel that one is working in an organization that cares, but it is not seen to be a major contributing factor for one’s engagement and retention within the organization.

**Retention**

One of the respondents mentioned that internal CSR activities will specifically be important for their retention, “I will continue to value this highly and will be loyal to a company that invests in me and my well-being” (I.P.8, p. 24).

Compared to the previous topics, the respondents answers to retention are a bit more varied. For internal CSR, the majority of the respondents agreed that it would have an effect weather the individual decided to keep working for the organization, whereas for external CSR, it is not as clear. The answers vary and some respondents do not think that external CSR will have an impact on their retention at all, while some perceived it to have an effect.

As shown on the next page, *Figure 3*, the graphical representation of the ratio between internal and external CSR in regard to employee retention can be seen. The majority of the respondents, 59 out of 71, chose internal CSR as the main contributing factor to employee retention. Whereas, only 12 of the respondent thought that external CSR was the main contributing factor.
Even though the answers varied, it could be noticed in the final questions, where the respondents could choose whether internal or external CSR has the most impact on their choice to keep working for an organization. As seen in Figure 3, there is a clear agreement that internal CSR was actually the most contributing factor for retention.

Figure 3: Graphical representation of the ratio between internal and external CSR in regard to employee retention (Created by the authors.)
7 Discussion & Analysis

This section includes the discussion and analysis regarding the findings of this research paper. The data gathered from both interviews and the qualitative survey will be discussed, analyzed and connected to the theoretical framework that has earlier been presented in this study.

During the data collection, the authors have encountered several different individuals who all possess their own unique set of values. Based on these values, an individual may be more or less influenced by certain CSR related factors. The survey begins with questions regarding their individual values and whether they find importance in having their values in alignment with their employers organizational values.

From the data gathered, it can be seen that there is a pattern in regard to retention and engagement being positively affected by CSR activities, especially when there is a strategic fit with an individual's personal values and the organization’s values. For the majority of the respondents who reckons that it is essential to have shared values with the organization one works for, also stated that they are currently working or have been working within an organization that shares the same values with their personal values to some varying degree. Therefore, from the data collected it can be posited that the CSR practices of an organization has a greater influence on these particular individuals when it comes to becoming more engaged and to retain within one’s workplace. This can be connected to the concept of organizational identification and level of calling orientation, which predicts that those who feel more connected with the organizational values will be more influenced by the CSR measures initiated by the organization to cultivate engagement (Hameed et al., 2016). Further on, as stated earlier, when the values between individuals and the organization goes in alignment with each other, it will have a chance to improve individuals’ engagement at work (Tajfel & Turner, 1985). Based on both the qualitative survey and interviews, core values such as employee health, helping people in need, and environmental issues are especially important to be shared with the organization; in order for the individual to feel that their personal psychological needs are met and in return enables the individual to stand for the organization’s CSR activities. As presented above, individuals do have a need of being part of groups that shares values to a certain degree with the individual, therefore the organization has potential to be the very group in which where the individual can feel that their needs are
satisfied and in that sense, contribute to a higher self-esteem, which is predicted to be a positive influence for greater identification with the organization (Van Dick, 2001).

**Internal CSR**

Based on the data collected, several of the informants have stated internal CSR to be of great importance for their well-being at their workplace. According to informant C1, “if there is a shared mindset in which both the organization and its employees wants to invest in one another, the motivation to stay engaged improves, as you feel trusted at their workplace. Therefore, I’m willing to give back in return” (I.P.5, p.1). C1 further explained, “an example of this is if I have to work late one evening, I will do that without questioning it, to make sure that the deadlines are accomplished on time” (I.P.5, p.1). Majority (85%) of the 71 respondents from the qualitative survey has confirmed that they do feel valued by the internal CSR activities initiated by the organization they work for or have previously worked for. One of the respondents from the qualitative survey stated that “it is absolutely a significant influence to me when it comes to feeling valued, once the organization is willing to support me and not only focusing on the financial results, I do feel a stronger connection towards my employer”. Furthermore, all the informants perceive themselves as employees valued by their workplace when internal CSR activities takes place.

It is also posited that the perceived level of respect rooting from the internal CSR activities imposed by the organization, has a positive impact on the individuals engagement at work. As respondent A1 said “the internal activities from my organization gives me and probably most of my co-workers the stable foundation in which where we are able to stay engaged in the work and take extra effort to bring the best service to our customers” (I.P.1, p. 1). Regarding the feeling of being more valued by the informants and respondents, the internal CSR activities can be stated to have a great influence in order to boost productivity amongst employees (COM, 2001). To put this in the context of organizational identification, it can be seen that the internal part of CSR within an organization has a great chance to satisfy ones’ everyday work and that it can have a positive effect if the CSR activities reflect personal psychological and physiological needs (Hameed et al., 2016). This impacts and enhances an individuals self-esteem while simultaneously increasing ones engagement at work (Fuller, et al., 2006). It can also be seen that the internal activities contributes to an employees perception of feeling respected in a sense of being the center of the organization’s attention. This signifies that the individual is valued by the organization and that there is a mutual
interest in investing towards one another. As stated by Hameed et al. (2016), the internal part of CSR will signify a higher value for the individual which enhances the internal respect and ultimately has a chance to lead to higher engagement at work depending on the individual's level of calling orientation.

From the qualitative survey, it can be seen that more than the majority of the respondents (consisting of 59 out of 71) confirms that the internal CSR activities do have a positive impact on their motivation to stay engaged at work. On the other hand, the minority has claimed that the internal CSR activities are not an essential factor to their engagement and satisfaction at work but rather, their engagement is more influenced by other factors such as a well-paid salary or interesting challenges within their work. One interesting insight mentioned by one of the respondents was that he or she does feel more engaged at work given that the internal activities performed by the organization are not legally required to exist, but rather it is considered to be something ‘extra’ in which the organization partakes to show their compassion towards their employees. As seen from what has been stated from the interviews and qualitative surveys, the internal CSR activities are seen to have an influence on employee retention. Specifically, according to the qualitative interviews, majority of the informants (71%) declared the internal CSR activities to have a positive influence on their retention. As for the qualitative survey, 68% of the respondents motivated in text that the internal CSR activities are an important factor that plays a role to their retention within their workplace. As seen specifically on the qualitative survey, 48 respondents motivated in text that internal CSR factors were found to be of greater importance to them. When proceeding to the final question of the qualitative survey, this number increased to 59 given they only had the ability to choose distinctively from either the internal CSR related factors or external CSR related factors.
External CSR

As mentioned earlier by Hameed et al. (2016), external CSR reinforces the firm’s legitimacy and reputation amongst its stakeholders. This aspect was noticed from the interviews. The employee’s pride for the organization, and the organization’s external CSR activities leads to a sense of external prestige.

According to all of the informants, when an organization is practicing external CSR activities, it makes employees more likely to feel proud of their workplace. In regard to how external CSR activities may affect the respondents perception of their employer, 62 respondents have motivated and agreed that external CSR related factors improves their perception of the organization. As suggested and most frequently answered by the respondents, one feels a sense of pride for the organization they work for when they are aware of the fact that the organization is contributing to their community or local environment. In the eyes of the employee, it is perceived that an organization that takes initiative for the betterment of a third-party is seen to be a non-selfish act, which makes the employee’s feel that their everyday work contributes to something good other than solely generating profits. The respondents find that these activities are in alignment with their individuals values which gives a greater meaning to the work performed. As earlier mentioned in this study, it was stated that, “employees feel good about themselves because of the association with being part of a good company” (Kim et al., 2012, p. 474). According informant B1, external CSR factors will have a varying effect on motivation at an individual level and at varying degrees. This particular statement by B1 is a great example of the level of calling orientation and how it is important to consider when determining the level of influence that CSR related factors might have on an employee within the organization. Although employees are aware of the external CSR activities conducted by an organization, it will depend on an individual's position within their workplace or their calling orientation if whether these activities will have an effect on their engagement. If the individual does not have an active role within that area of activities, external CSR does not directly affect their engagement (Kim et al., 2012). However, being part of a company that is exercising external CSR activities, gives a positive influence on the perception an employee has over their organization, hence an increase perceived prestige (ibid.).

Further on, C1 stated that “it makes me proud to tell friends and relatives about my employer, I’m happy to represent a profitable organization that at the same time shows great awareness
for others” (I.P.5, p. 2). C1 finds pride and is able to identify with the organization, increasing the perceived prestige that the informant has. When employees are more likely to communicate about how proud they are about their workplace, or feel like they can identify themselves with the organization, this reflects an individual's perceived prestige for their company in regard to the imposed external CSR activities. According to Dutton et al. (1994), external CSR related factors can boost the self-esteem of an individual, hence a better self-concept and perception within the organization. B2 confirms that it increases the motivation when it can be seen that the organization’s external CSR activities makes a significant difference in society, for example working towards a more diverse working environment and practicing a high level of gender equality at the workplace. B1 stated that this factor makes employees more likely to talk about the employer, and that the informant’s pride for working within this organization increases. This is similar to what A1 said, “the reputation of my employer is very positive around here, which makes the image of the organization to be very positive in the society. This brings a lot of attention, and there are many people who are applying for a job here” (I.P.1, p. 2). The statements presented by the informants are a clear example of how a positive perception of one’s employer might have an influence on an individual's self-concept regarding their everyday work, which earlier has been presented to be an essential need for individuals, as it has a chance to improve one’s self-worth (Dutton, Dukerich & Harquail, 1994). Further on, the enhanced perception of the organization will increase the level of identification between the individual and organization. Thereby, possibly increasing one’s self-esteem by being part of a group the individual perceives to be prestigious (Hameed et al., 2016).

From the answers of the respondents, it can be noticed that individuals perceive external CSR to have a positive effect on their perception of the organization, also that it contributes to increased motivation in the workplace. The exact number of respondents who stated external CSR activities to have a positive impact on their engagement is 32 out of the 71 respondents (45%). It can be seen that the external activities have a positive influence on these individuals’ view when it comes to pride for their organization, which was discovered by both the interviews and qualitative survey respondents. However, most of the informants think that external CSR is not a crucial factor contributing to their motivation and engagement within their workplace. This is confirmed by the replies from the respondents as well, where the majority stated that it is a positively contributing factor to their engagement, but not at the
same level as the internal CSR (83%). Some respondents stated that external CSR activities has “crossed their mind” but it is not seen to be the most contributing factor for engagement and retention within the organization. Due to the fact that these activities are directed outwards from the organization, it can be difficult for some employees to relate with these activities since it is not involving them internally. Therefore, these individuals feel that external CSR related factors do not influence their engagement and retention heavily. As mentioned by informant D1, “there are things of greater importance. If the organization is not profitable, these things does not play as big role” (I.P.6, p. 1). The informants and respondents who have not thought about external CSR or does not perceive it to be of great importance, may also perceive other factors to be of greater value, such as an organization’s profitability.

When employees are more likely to communicate the positive aspects of the organization, this influences the demand for other individuals to search for job opportunities within that organization. Employees also feel proud of an organization in which they can identify themselves in and stand for the company’s practices; hence a greater chance of retention within that organization. Confirmed by Bode et al. (2015), an organization’s involvement in CSR activities reduces the turnover rates.

As said by all the informants, the ability to identify themselves with the organization, increases their shared values between organization and individual, which in return leads to employees wanting to work longer for an employer.

From the informants point of view, B1 and C1 stated the external CSR related factors are to be of greater importance for their retention within the organization. As presented earlier, more than the majority chose internal CSR to be more relevant as those activities are less abstract in the eyes of the employee and can therefore feel the impact or difference personally to a greater extent compared to the external activities. Informant B1 and C1 are clearly more motivated by the fact that their employers are conducting activities aimed towards the society or local environment, which are factors more inclined towards supporting environmental awareness. From the survey, 24 respondents (32%), motivated in text that the external activities do have a positive affect to their retention. The respondents had to make a choice between internal and external CSR, being the most influential factor for their retention; the number of respondents choosing external CSR decreased drastically (from 32% to 17%) for the final question. The reason for this can be explained by the fact that there are motivated
answers in the survey stating that the external CSR related factors have a positive impact to retention, but it cannot be compared to the influence internal CSR has to the respondents given it influences individuals to a greater extent. This is why the pie chart in *Figure 3* shows a lower percentage of respondents choosing external over internal CSR, compared to when the respondents answered in text whether the external CSR activities are influencing their choice to retain within the organization.
8 Conclusion

This section will conclude the research as a whole, incorporating the answer for the proposed research question.

As previous studies state that CSR is a key driver to employee engagement and retention, the proposed gap for this study is determining whether the theoretical claims of CSR being a key driver to employee engagement and retention; and whether this claim stands true under empirical terms within the Swedish context. Given that retention of valued employees is one of the more challenging activities faced by any organization, this study acts as an aid for managers and researchers to support the existing knowledge of employee engagement and retention in regard to CSR. This depends on how much an individual identifies themself with the organization they work for, internal and external CSR will have a varying effect on their engagement and retention. The relevance for CSR to have an effect on individuals engagement depends on if the values of the firm are essential for personal values, the level of calling orientation. Therefore, some people might be more or less engaged when it comes to the CSR practices of an organization.

The research of this study consists of seven qualitative interviews and a qualitative survey of 710 answers, 71 respondents. From the raw data collected, it has been found that those individuals that feel an alignment between their individual values and organizational values are also those who are then in turn positively engaged in their work due to the CSR activities conducted. More than the majority of both the informants and respondents have stated that their individual values goes hand-in-hand with the organization, and that it is important for their welfare at their workplace. Therefore, it can be concluded that CSR has great potential in motivating employees to stay engaged in their work and simultaneously aids the retention of highly valued employees within the organization. The particular effect from CSR related factors are positive in the external part, but as said earlier, it is not fostering people's engagement and retention to the same extent as the internal activities. From the data collected, it is seen that the more abstract CSR activities are in the eyes of the individuals, the harder it is to relate to the activities since these practices are not directed internally towards the employees themselves. Therefore, there is a lesser chance for external CSR activities to have an impact on employees’ engagement and retention.
From the survey, it can be seen that the internal CSR is the most likely activity to influence one's engagement and retention at work. It does boost one's well being at work and people are willing to give back to the organization in the form of extra effort by the fact that the organization is willing to invest in the individuals. An interesting finding when analyzing the data is that, the percentage of respondents that stated internal CSR related factors to be of more relevance to their retention, can also be reflected on the answers of the informants. Amongst the informants from the qualitative interview, 72% stated that the internal CSR related factors have a greater influence on their retention, which is also supported by the 68% from the qualitative survey. This makes the percentage of external CSR regarding its relevance to retention of individuals to be of a similar nature both amongst the informants and respondents. To be more specific, 28% amongst the informants found external CSR to be more relevant, which is also supported by the 32% respondents of the qualitative survey.

As stated earlier, previous studies have found strong positive relations with employee engagement and its effect on employee retention rates (Markos & Sridevi, 2010). In comparison with the collection of data for this research, it can be stated that CSR as a whole is a contributing driving factor for employee engagement and retention (Yousaf et al., 2016). This goes in hand with the findings of this study. To conclude, it was found that internal CSR and external CSR is a driver to employee engagement and retention, but internal CSR related factors seem to have a more significant role compared to external CSR. External CSR is an essential factor to altering the perceived image of an organization, therefore capturing the hearts and minds of employees.

8.1 Limitation

This section of the study will shine light on the limitation factors faced by this research. This is essential to enable the reader of reaching greater depths when analyzing the choices, reflection, and justifications made in the process of conducting this particular research. This section will also clarify to the reader that the authors are aware of the limitations faced and how to overcome such limiting factors if future research were to be conducted within the same subject.

The most important limiting factor that should be mentioned would be the individualized or personalized nature of the study. Given that this study is based on qualitative research, the
open-ended questions used to collect data are designed in a way that both the informants and respondents have the ability to motivate their answers based on their personality, psychology, preferences, and experiences. Since each individual is complex and unique in their own way, it is to be expected the results gathered varies from one response to the other. This makes it challenging to draw conclusion on which specific factors are responsible of influencing the results of the study. A suggestion to overcome this limitation would be to control the study to some extent, either through control variables or with the use of focus groups. This study only controls the aspect of individuals’ having work experience in Sweden, hence a Swedish perspective. Other factors such as age, years of working experience, type of work industry, civil status, etc. should be considered to be controlled variables since these factors may have an influence on a respondents answer. This will make it easier to identify and draw conclusions on whether the tested variables in the study are responsible for the results of the research.

Another limitation to be discussed for this study is the sampling method in which data was gathered. Convenient sampling was incorporated to strategically collect sufficient amounts of data, given the time constraint faced in completion of this study. With this sampling method, data was gathered from respondents and informants working for different companies and industries. This enables the study to present a broader perspective and holistic view of how CSR acts as a tool to engaging and retaining employees within Sweden, regardless of other influencing factors such as age, job position, or the company one works for. In the contrary, this limits the study from being able to generalize the findings over the target population of Sweden due to the potential of bias deriving from the negligence of under-represented subgroups, therefore not representing the total population as a whole. To determine how all companies in Sweden can use CSR as a tool to improve employee engagement and retention would require a data collection of a much greater scale.

This study deals with how CSR related factors can influence an employee’s engagement at his or her workplace and simultaneously influencing retention, with the exclusion of how managerial implications can affect these actions. Motivation, engagement, and retention factors can be controlled and practiced on employees by managers. Depending on how these managers exercise their practices to cultivate a more motivated and engaged workforce, determines how much of an influential factor managers have towards the retention of skilled employees within the workplace. Therefore, it is important to highlight and take into
consideration when analyzing this study that the managerial implications were excluded and that this factor may have a vital role on influencing employee engagement and retention which in return affects the discussion section of this study.

**8.2 Future Research**

*This section will act as an aid to enlighten certain limiting factors that can be avoided to obtain reliable results for future research.*

Firstly, for future research, the scope of this study could be narrowed down in order to gather a reliable collection of data that can be properly analyzed accordingly. A suggestion would be to focus the design of the study within a specific industry or field of work. This way, the respondents and informants would have a level of common work background or environment that may serve as the basis to their answers. This will enable the study to distinguish how certain CSR factors may affect the engagement and retention of an employee within a given specific industry. Focusing on a specific industry, field of work, or company when conducting future research will make it easier to control the study especially with certain dependent variables. Another suggestion would be to conduct multiple case studies based on the specific work industry to capture comparable analysis.

Future research could also take into account the inclusion of managerial implications within the study. This is another vital factor since the implications of a manager is very important to facilitate the engagement and retention of valued employees through CSR related factors. Depending on how a manager manages his or her work force, a set of employees may or may not be engaged through CSR related activities. To promote a more engaged workforce and to retain the best employees with a company can also be governed by how a managers efforts are being practiced. To distinguish whether or not it is the managerial implications or the CSR related factors that are influencing the engagement and retention of an employee, one should take into consideration the managerial measures that comes with managing a workforce.

Lastly, another suggestion for future research would be to conduct a similar study under quantitative measures. This will enable the possibility of determining to what extent certain CSR factors are influencing employees’ engagement and retention. Quantitative measures will also clarify the degree to which internal or external CSR might have a more significant influence on an individual.
9 References


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Appendix 1 - Carroll’s Pyramid

Figure 4: Carroll’s Pyramid (Carroll, 2016)
## Appendix 2 - Operationalization of Interview Questions

<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>Theoretical Connection</th>
<th>Goal</th>
</tr>
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</table>
| 1   | **Introduction questions**  
What’s your name?  
What’s your position in the organization?  
How long have you been working for this company?  
How many years of working experience do you have in total? | Control                 | These questions are control questions, since these factors may influence the answer on the following questions. |
| 2   | If the organization in which you work would offer you health benefits and potential opportunities to grow as an individual, how would this make you feel more valued as an individual at work? | Internal CSR  
(Hameed et al., 2016) (Brammer et al., 2007) (Gond et al., 2011) (Skudiene, 2012) (Longo et al., 2005) | To understand how internal CSR can have an effect on employees feeling of being valued, in a sense of perceived internal respect at the workplace and if that has an effect on employees motivation, engagement, and retention at the workplace. |
<p>| 3   | If yes, how would you say that it will have an impact on your engagement and motivation in your daily work? |                         |                                                                      |
| 4   | Does it have an impact on your productivity?                              |                         |                                                                      |</p>
<table>
<thead>
<tr>
<th></th>
<th>Ultimately, by being offered extra benefits in the form of CSR activities, does it motivate you to keep working in the organization?</th>
</tr>
</thead>
</table>
| 6 | External CSR activities are aimed outside the organization, to show stakeholders that the organization is caring about its environment or other local communities. Do these external CSR activities make you as an employee feel proud of your workplace? Please explain your feeling. | External CSR (Hameed et al., 2016)  
(Brammer et al., 2007)  
(Skudiene, 2012) | To understand how external CSR can have an effect on employees sense of pride, in the sense of perceived external prestige, when working for the organization. To see how this may influence employees motivation, engagement and retention at the workplace. |
<p>| 7 | If yes, does having a sense of pride for your workplace affect your engagement and motivation? | | |
| 8 | Does it have an impact on your productivity? | | |
| 9 | Finally, when the organization shows that it cares about its external stakeholders, does it motivate you to keep on working in the organization? | | |</p>
<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Theory</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Now, more specifically, would you say that being part of an organization that supports local communities and environmental contributions affect your decision (retention) to stay within the company?</td>
<td>Organizational Identification Theory (Hameed et al., 2016) (Van Dick, 2001) (Terry &amp; Hogg, 2001) (Bartel, 2001) (Bode et al., 2015)</td>
<td>To see whether the respondent shares the same values with the organizational values in which the individual is working for.</td>
</tr>
<tr>
<td>11</td>
<td>As individuals, we have our own values, would you say that your individual values go in hand with the organizational values?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Do you identify yourself with the organizational values?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>When working together with like-minded individuals, does it have an influence on your engagement at work? Please explain.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Does the image of your company influence your performance at work? How does the image affect or maximize your performance?</td>
<td>External CSR - Perceived External Prestige (Hameed et al., 2016) (Dutton et al., 1994)</td>
<td>To understand how external CSR activities can have an effect on employees performance at work, and to see how it may have an influence on the individual's perception of the organizations prestige and the individuals feeling of pride</td>
</tr>
<tr>
<td>15</td>
<td>Would you say that the external CSR activities (e.g. charity work, local sponsorships, etc.) initiated by</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Question</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>If yes, by being part of a prestigious organization according to you, how does it affect your engagement and willingness to stay within the organization?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Do you feel a sense of pride for your workplace?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>According to you, does internal CSR activities make you feel a sense of belonging and respect at your workplace?</td>
<td>Internal CSR - Perceived Internal Respect (Hameed et al., 2016) (Fuller, et al., 2006)</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>In big organizations, individuals can feel that they are not visible or that he/she is not making an impact at work. According to you, how can internal CSR improve this situation for the individual?</td>
<td>To understand how internal CSR activities can have an effect on employees motivation and commitment to their workplace, and how this can have an influence on the individual feeling respected at the workplace.</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>According to you, which one of the internal or external CSR activities does influence you the most when it comes to staying motivated and engaged at work?</td>
<td>External CSR &amp; Internal CSR (Hameed et al., 2016) (Brammer et al., 2007) (Gond et al., 2011) (Skudiene, 2012) (Longo et al., 2005)</td>
<td>To understand if employees get most influenced by external or internal CSR, when it comes to the individuals motivation and willingness to stay at a specific workplace.</td>
</tr>
</tbody>
</table>
## Appendix 3 - Operationalization of qualitative survey with open-ended questions

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>Theoretical Connection</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gender</td>
<td>Control</td>
<td>These questions are control questions, since these factors may influence the answer on the following questions.</td>
</tr>
<tr>
<td>2</td>
<td>Age</td>
<td>Control</td>
<td>These questions are control questions, since these factors may influence the answer on the following questions.</td>
</tr>
<tr>
<td>3</td>
<td>Do you have work experience in Sweden?</td>
<td>Control</td>
<td>These questions are control questions, since these factors may influence the answer on the following questions.</td>
</tr>
<tr>
<td>4</td>
<td>How much work experience do you have?</td>
<td>Control</td>
<td>These questions are control questions, since these factors may influence the answer on the following questions.</td>
</tr>
<tr>
<td>5</td>
<td>Within which industry are you working in?</td>
<td>Control</td>
<td>These questions are control questions, since these factors may influence the answer on the following questions.</td>
</tr>
<tr>
<td>6</td>
<td>How important is it that your individual values go hand in hand with the organization's values? How does it affect your well-being at work?</td>
<td>Organizational Identification - Control</td>
<td>A control organizational identification question to see whether the respondent shares the same values with the organizational values in the firm he/she works for. This is a control question since this will predict how the</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td>7</td>
<td>Have you experienced a lack of environmental concern within your organization? Has it in any way affect your wellbeing?</td>
<td>External CSR - Organizational Identification Control</td>
<td>To see how a lack of external CSR may impact an employee’s wellbeing within his/her workplace.</td>
</tr>
<tr>
<td>8</td>
<td>If your values would match the company's score, would it make you more motivated to be involved in your daily work? And if so how?</td>
<td>Organizational Identification - Employee Engagement</td>
<td>To see how a strategic fit between an employees values and organizational values have an effect on employee motivation and engagement.</td>
</tr>
<tr>
<td>9</td>
<td>How would benefits such as healthcare or an ergonomic work environment affect your well-being in your workplace? Could you possibly feel more valuable as an employee?</td>
<td>Internal CSR - Perceived Internal Respect</td>
<td>To see how internal CSR can affect an employee’s sense of value within one’s workplace. This question enables us to see how the perceived internal respect of an employee can be determined by internal CSR activities.</td>
</tr>
<tr>
<td></td>
<td>Question</td>
<td>Study Area</td>
<td>Objective</td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------------------------------------------------</td>
<td>-------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>10</td>
<td>Based on previous question, how would it affect your motivation and commitment at work?</td>
<td>Internal CSR - Employee Engagement</td>
<td>To understand how internal CSR activities can have an effect on employees motivation and commitment to their workplace.</td>
</tr>
<tr>
<td>11</td>
<td>How would these internal activities influence your choice to continue working within the organization?</td>
<td>Internal CSR - Employee Retention</td>
<td>To understand how internal CSR practices can affect the decision of retention within one’s workplace.</td>
</tr>
<tr>
<td>12</td>
<td>If your employer shows responsibility for the environment and the well-being of others, how would it affect your perception of the organization?</td>
<td>External CSR - Perceived External Prestige</td>
<td>To see how external CSR practices affects employees’ perceived external prestige of the company they work for.</td>
</tr>
<tr>
<td>13</td>
<td>If your employer shows great interest in sustainability and contributes to better welfare, how is your motivation and commitment to work affected?</td>
<td>External CSR - Employee Engagement</td>
<td>To see how external CSR practices have an effect on employees motivation and engagement.</td>
</tr>
<tr>
<td>14</td>
<td>How would your choice to continue working within the organization be affected if your employer actively</td>
<td>External CSR - Employee Retention</td>
<td>To investigate how external CSR factors have an effect on employees’ decision to retain within one's workplace/organization.</td>
</tr>
</tbody>
</table>
contributed to the well-being of others and protect the environment?

| 15 | Which of the following activities would most help you to continue working within the organization? Internal CSR or external CSR? Internal CSR Or External CSR | Employee Retention - CSR Control | We would like to see which type of CSR is more significant than the other in terms of employee retention. This is to also to control, compare, and confirm whether the questions above were answered in consistency. |
Appendix 4 - Interview Questions in Swedish

1. Inledningsfrågor:
   a. Presentera gärna dig själv (Men du kommer att vara anonym i uppsatsen).
   b. Vad är din position hos din arbetsgivare?
   c. Hur länge har du jobbat för det här företag?
   d. Samt hur många års arbetserfarenhet har du totalt?

CSR
Intern CSR

2. Om den organisation där du jobbar skulle ge dig friskvårdsbidrag och potentiella möjligheter att växa som individ (utbildningar), skulle det få dig att känna dig mer värderad och sedd som individ på jobbet?
3. Om svaret är ja, hur skulle du säga att dessa interna aktiviteter påverkar din motivation att vara engagerad i ditt dagliga arbete?
4. Har det en inverkan på din produktivitet?
5. Genom att erbjudas internt stöd såsom friskvårdsbidrag, flextid, etc. av din arbetsplats, motiverar det dig att fortsätta arbeta inom organisationen?

Extern CSR

7. Om svaret är ja, hur påverkar dessa externa aktiviteter din motivation att vara engagerad på arbetsplatsen?
8. Har det en inverkan på din produktivitet?
9. När organisationen visar att den bryr sig om sina externa intressenter, motiverar den dig att fortsätta arbeta i organisationen?
10. Skulle du säga att när organisationen stöder det lokala samhället och miljöfrågor, påverkar det ditt beslut för att stanna inom företaget?
Organisations Identifierings Teori

11. Som individer har vi egna värderingar, skulle du säga att dina individuella värderingar går i hand med din arbetsgivares värderingar?
12. Identifierar du dig själv med de organisatoriska värdena?

Extern CSR - Uppllevd extern prestige

14. Påverkas din bild av ditt företag ditt arbete på jobbet? Hur påverkar detta din prestation på jobbet?
15. Skulle du säga att de externa CSR-aktiviteterna (t.ex. välgörenhetsarbete, lokala sponsringar etc.) som initieras av din arbetsgivare påverkar din uppfattning om företagets status? Hur lyfter det organisationen enligt dig?
16. Genom att vara en del av en prestigefylld organisation enligt dig, hur påverkar det ditt engagemang och viljan att stanna kvar inom organisationen?
17. Får du en känsla av stolthet för din arbetsplats?

Intern CSR - Uppllevd intern respekt

19. I stora organisationer kan individen känna att de inte är synliga eller att han/hon inte har möjlighet till inflytande på arbetsplatsen. Hur kan interna eller externa CSR-aktiviteter förbättra denna situation för individen enligt dig?

Extern CSR & Intern CSR

Appendix 5 - Qualitative Survey with open-ended questions in Swedish

Denna undersökning handlar om företags samhällsansvar, även känt som Corporate Social Responsibility (CSR). Det kan delas upp inom intern samt extern CSR.
Intern CSR är riktad mot dig som anställd, för att ge en säker och trivsam arbetsmiljö, exempelvis friskvårdsbidrag.
Extern CSR är riktad utanför organisationen, så som att donera pengar till utsatta eller värna om miljön.
Vi önskar att alstra djupare förståelse angående er uppfattning om CSR och därav ber vi dig att utveckla dina svar så grundligt som möjligt. Vi tackar allra ödmjukast för att ni tar er tid till detta, samt att vi vill påpeka att undersökningen är anonym!

1) Kön
   a) Man
   b) Kvinna
   c) Annat

2) Ålder
   a) Under 15
   b) 16-25
   c) 26-35
   d) 36-45
   e) 46-55
   f) 56-65
   g) Äldre än 66

3) Jobbar du i Skandinavien?
   a) Ja
   b) Nej

2) Hur många år har du arbetat?
   a) 0-10
   b) 11-20
   c) 21-30
   d) 31-40
3) Vilken bransch är du aktiv inom?
   a) Restaurang/service
   b) Lager/industri
   c) Vård/omsorg
   d) Administration/ekonomi/juridik
   e) Data/IT
   f) Logistik/transport
   g) Studerande
   h) Annat

4) Hur viktigt är det för dig att dina individuella värderingar går i hand med organisationens värderingar? Hur påverkar det ditt välmående på jobbet?

5) Har du upplevt att en brist på miljömedvetande inom din arbetsplats påverkat ditt välmående?

6) Om dina värderingar skulle matcha företagets värdering, får det dig då att bli mer motiverad att vara engagerad i ditt dagliga arbete? Och i så fall hur?

7) Hur skulle förmåner såsom friskvårdsbidrag eller en ergonomisk arbetsmiljö påverka din trivsel på din arbetsplats? Skulle du eventuellt känna dig mer värdefull som anställd?

8) Baserat på tidigare fråga, hur skulle det påverka din motivation och engagemang på jobbet?

9) Hur skulle dessa interna aktiviteter påverka ditt val att fortsätta arbeta inom organisationen?

10) Om din arbetsgivare visar ansvar angående miljö och andras välmående, hur skulle det påverka din uppfattning om organisationen?

11) Ifall din arbetsgivare visar stort intresse för hållbarhet samt bidrar till en bättre välfärd, hur blir din motivation samt engagemang i arbetet påverkat av detta?

12) Hur skulle ditt val att fortsätta jobba inom organisationen påverkas ifall din arbetsgivare aktivt bidrog till andras välmående samt värna om miljön?

13) Vilken av de följande aktiviteterna skulle bidra mest till att du fortsätter att arbeta inom organisationen? Intern CSR eller extern CSR.
   a) Intern CSR
   b) Extern CSR
Appendix 6 - Descriptions of the companies

Company A: Sustainability Manager and business advisor, 25th of April 2018

The first interview took place at company A, situated in Västerås. It is an insurance company that conducts business all over Sweden. The first informant, called informant A1 is a sustainability manager for the region of Västmanland specifically. The second informant A2 is an advisor regarding banking and insurance matters. The company itself is very active when it comes to CSR activities, both internally and externally. The fact that informant A1 is a sustainability manager within the organization, the data collected during the first interview will not only comprise of the informant’s individual perceptions but rather also include the input as a sustainability manager and how the individual reckons CSR activities affects engagement of co-workers at the workplace.

Company B: Deputy Office Manager and business advisor, 27th of April 2018

The second organization for data collection has taken place in company B which is one of the main actors in the banking industry of Sweden. Company B is also an organization who relies a lot on CSR activities both internally and externally. The first interview was conducted with the Deputy Office Manager, referred to later as B1. Followed by the first interview, a second interview took place with a business advisor who will be referred to as B2. Compared to the interview with A1, the manager B1 was less specialized with the topic of CSR activities within the organization. Therefore, the questions were solely on an individual level and not on a organizational level.

Company C: Key Account Manager, 7th of May 2018

Company C is an organization with their head office in Borås Sweden. It is a global company who develops E-logistic solutions and systems for a company's IT infrastructure. As Borås is located far south-west of Västerås, the interview was conducted through phone. Respondent C1 is a key account manager with a master education within logistics and marketing.

In this section, the data collected from interviews and the qualitative survey will be discussed and put forward for the reader.
Company D: Chief executive officer (CEO), 9th of May 2018

Company D is a multidisciplinary supplier of industrial maintenance, project management and engineering in the industrial sector of the Nordic region. The organization is offering consultancy processes in the form of documented concepts and commercial partnerships with their customers. The environment, employees health and safety play an important part of the organization. Since the company is based in Kungälv, south west in Sweden, the interview was conducted over the phone.

Company E: Chief financial officer, 9th of May 2018

The final company that has been interviewed is company E, it took place over the phone as the organization stationed in Jonslund, south west in Sweden. They are a leading organization in copper production and various matters concerning electric engineering. It is a family owned business that started in 1945. Company E takes pride in being the market leader regarding external CSR values. Their practices are concentrated on having the least environmental impact in terms of their production process. This is confirmed by several ISO-certificates, 100% recycle of waste material in the production process, with emission levels below EU standards.
Appendix 7 - Description of Informants

Informant A1
Informant A1 is a sustainability manager in the region of Västmanland, which is a suitable insight for the study. A1 has been working at company A for 18 years and it can be seen that the subject of CSR and sustainability is of significance to her.

Informant A2
Informant A2 is 24 years old and one year ago the informant graduated from Mälardalens Högskola Västerås. A2 has been working within the banking industry for several years during the informant’s studies before graduating and started working in company A about 1 year ago.

Informant B1
Informant B1, is a deputy office manager at company B. The informant has been working for the organization for the past 19 years and in total the informant has 30 years of work experience.

Informant B2
Informant B2 is a business adviser at company B. The informant newly graduated one year ago, with a degree in economics. Previously B2 has worked as a project controller for another organization.

Informant C1
Informant C1, is a key account manager with a total work experience of 17 years within the organization that the informant is currently working for.

Informant D1
Informant D1 is a CEO and has worked for the organization for three years. With additional 25 years of work experience in similar industries around the world.

Informant E1
Informant E1 is a CFO, who has been working in the organization for 9 years with a total work experience of 35 years.