The impact of corporate social responsibility on intrinsic and extrinsic employee motivation

A mixed-method study of Sodexo

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Corporate social responsibility (CSR) is a subject that has gained more attention over the last two decades, and it is seen today as an integral part of the core strategy of many companies. The subject often involves a balancing act between many stakeholder interests, where employees often are mentioned as a main stakeholder group. The primary purpose of this degree project is to get a deeper understanding of managers’ perceptions of CSR’s impact on intrinsic and extrinsic employee motivation. Furthermore, this study fills the purpose of investigating perceptions about the effect of different CSR activities on intrinsic and extrinsic motivation. The study was conducted with the Swedish branch of Sodexo. Sodexo is globally considered a world leader in the service industry with over 419 000 employees in 80 countries, known for their well-developed and effective CSR-work.

Current literature regarding CSR on the micro level (individual level and employee level) is still in an early stage which helped us to recognize a research gap. Similar studies to ours have not been concerned with getting a deeper understanding of the manager’s perceptions of CSR’s impact on employee motivation. This study was conducted using a mixed-method, which means that it consists of a qualitative part and a quantitative part where we discover how CSR activities towards employees, suppliers, the community, shareholders and customers affects employees’ extrinsic and intrinsic motivation. In the qualitative study, we conducted eight semi-structured interviews with managers from different departments and different hierarchical levels of Sodexo. These interviews helped us to gain a better understanding of how managers perceive the impact of CSR on employee motivation, and how they value the effect of different CSR activities on employee motivation. We used a thematic network analysis in order to interpret the results, which generated five themes: communication, strategic planning, diversity, working environment, and stakeholders. Our results demonstrated that managers perceived CSR activities towards the employees, the local community, and customers as intrinsic motivators. Also, Sodexo’s managers considered CSR activities towards employees and the local community as extrinsic motivators. However, interviewees disregarded CSR activities towards shareholders as a motivator towards the employees. Lastly, we received mixed-results regarding their perceptions of how CSR activities towards suppliers affected their employees’ motivation.

For the quantitative part of our study, we surveyed employees at Sodexo in order to understand what motivates them. We used a multiple regression analysis which showed that CSR activities towards employees, shareholders, and customers positively impacts the intrinsic motivation of employees. Also, we discovered that CSR activities towards employees positively impacts the extrinsic motivation amongst employees. We argue that our findings indicate that CSR is a useful tool for increasing employee motivation, and thereby can lead to long-term competitive advantage.

When comparing the results of our quantitative and qualitative studies through triangulation, one can see that there is perceptual differences and similarities between managers and employees. Our findings suggest that managers have the same perceptions as their employees regarding the effect of CSR activities conducted towards customers and employees on employee motivation. Also, our findings reveal a perceptual mismatch between managers and employees regarding the effects of employee motivation in regards to CSR activities conducted towards the community and shareholders.
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1.0 INTRODUCTORY CHAPTER

The purpose of this chapter is to introduce the reader to our research topic, to give an overview of our theoretical framework and identify a gap in the current literature. Moreover, we provide a basis of theories and a concept connected to one another, namely corporate social responsibility, motivation, and stakeholder theory. Furthermore, we present why we have chosen to use a mixed-method study, showing how this research methodology can bridge gaps in current literature. Finally, we will present our research questions and what purpose this degree project aims to fulfill.

1.1 SUBJECT CHOICE

We are two management students studying Business Administration at Umeå University. Both of us became interested in corporate social responsibility (CSR) during a course in our business program which incorporated CSR and sustainability. Motivation was also a subject that gained our interest and attention during courses in the business program where motivation was often described as an important but challenging component of an organization. We decided early on that we wanted to cooperate with a company for our study which lead us to contact Sodexo where one of us has previously been working during summers. We thought it would be interesting and challenging to conduct our study with a company such as Sodexo with a world-known and well-developed CSR program.

It has been discovered in recent research that employees, a main stakeholder group, are being more motivated by corporate social responsibility (Skudiene & Auruskeviciene, 2012, p. 49). We have chosen to use theories that are connected to the managerial research area such as the phenomena of corporate social responsibility, motivation theories, and stakeholder theory. First, we discuss the concept of corporate social responsibility (henceforth CSR) since it reflects different levels of an organization, both the organizational level, also referred to as the institutional level and the individual level (Aguilera et al., 2007, p. 839). The organizational or institutional level will be referred to further on as the macro level while the individual level will be further referred to as the micro level. Furthermore, we have chosen study motivation which can be connected to CSR literature on the micro level. Lastly, we have chosen to use stakeholder theory in this degree project since CSR according to Freeman et al. (2010, p 237), is mainly about balancing different stakeholders interests, which implies that stakeholders are affected by CSR activities.

Our main reason for choosing a company in the service sector derives from the very nature of such companies. For example, companies in the service sector are experiencing more positive effects of their CSR work in contrast to companies in other industries, mostly because companies in this sector are similar to one another (Calabrese & Lancioni, 2008, p. 108). As a result of this fact, we chose a company in the service sector as opposed to another sector because we wanted to get more salient results. Our study is relevant especially for the service sector since it, according to Calabrese & Lancioni (2008, p. 110), appears that the motivation of employees has a significant role in the quality of services provided, which could mean the difference between an average service and an outstanding service. Moreover, it appears that companies in the service sector are keen to communicate their CSR activities (Calabrese & Lancioni, 2008, p. 112). For example, some companies that are similar to Sodexo send out clear messages about their involvement in CSR activities through their websites. The service company ISS
communicates how they operate within all dimensions of the triple bottom line through their website (ISS, 2015). Another example is Coor Service Management, which proudly announces on their website how they have appointed a steering committee which only focuses on structuring and clarifying the company’s work with CSR (Coor, 2010).

1.2 PROBLEM BACKGROUND

Scholars are rather consistent in their view of what drives firms to conduct themselves in CSR-related activities, namely pressure from internal and external stakeholders (Aguilera et al., 2007, p. 844). CSR can be defined as “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis, 2011, p. 855). The triple bottom line is the balance of social, environmental, and financial performance which can lead to sustainability in the long run for a given organization (Joannis et al., 2013, p. 177). Further, the concept of CSR involves balancing different stakeholders’ interests, thus meaning that different stakeholder’s interests must be taken into account in the decision-making process of planning and performing CSR activities (Freeman et al., 2010, p. 237). According to Freeman (1984, p. 46), anyone with interests in the effects of a firm is considered a stakeholder, and according to Laplume et al. (2008, p. 1157), stakeholders can be divided into two groups, internal and external stakeholders. In the vast literature about CSR, a lot of research has been done, but literature regarding CSR on the micro level regarding the internal stakeholders of a firm is still relatively scarce (Aguilera et al., 2007, p. 837; Aguinis & Glavas, 2012, p. 933).

In order to conduct a study in this area, we contacted Sodexo, a company with a well-established CSR program who agreed to be a part of our study. Sodexo was founded in 1966 by Pierre Bellon in Marseille and they are today considered a world leader in their industry with over 419,000 employees in 80 countries (Sodexo, 2015). Our study will be limited to Sodexo Sweden, where we will interview Swedish managers and survey Swedish employees. Sodexo AB is part of Sodexo in the Nordics, which according to their website (Sodexo, 2015) develops, manages, and delivers services to institutions, companies, and the public sector, and with over 11,000 employees they are considered as the leading service management company in the Nordics. Sodexo has an extensive and well-developed CSR program, for example Sodexo was appointed by Unionen as the most LGBT-friendly workplace of 2013 (Sodexo, 2015). Sodexo presents their CSR program as a keystone and as a mission of their entire business, where they carefully consider how they affect people, the local community, and the environment in the cities, regions, and countries where they operate (Sodexo, 2015). The people, the local community and the environment is representatives of the triple bottom line which is part of the definition of CSR that we recognize as being most relevant for this degree project. By doing this degree project with Sodexo, we can contribute with an evaluation of the effects of their CSR-program’s impact on their employees’ motivation. Further, it will highlight if their managers share the perceptions of their employees regarding the effects of CSR-activities on employee motivation. According to their own website (Sodexo, 2015), Sodexo has been recognized as “best-in-class for social, environmental and economic responsibility by the Dow Jones Sustainability Indexes every year since 2004”, meaning that they are a worldwide leader in their industry in regards to CSR practices which makes Sodexo suitable for this study. One of the first links one can see on Sodexo’s website is a link to “Corporate Responsibility” and under that link they discuss how they are a responsible employer, how they help local communities, how they have healthy solutions, and how they help the environment (Sodexo, 2015). We can thereby see that Sodexo is heavily advertising that they have a well-established CSR program.
Our study is relevant for companies in the service sector since according to Calabrese & Lancioni (2008, p. 110), the motivation of employees has a significant role in the quality of services provided. This implies that companies like Sodexo who are in the service sector must continually maintain and enhance the motivation of their employees in order to provide quality services. To our best knowledge, today’s research has not shown whether or not managers fully understand if their employees perceive the effects of CSR on employee motivation in the same way that they do. If managers cannot motivate their employees in the best possible way, then the services they provide will suffer because the employees are not motivated enough to provide a good service. We proposed to Sodexo that studying this matter could benefit how they run their CSR programs in order to motivate their employees. In our initial contact with Sodexo, the head of communication and corporate social responsibility agreed that this type of study could benefit Sodexo.

It is important to study how well managers understand the impacts of CSR activities on motivation amongst their employees, especially since motivation, according to Boxall & Purcell (2008, p. 5), plays such an important part in the output of a firm. We think that our study serves Sodexo well since we are investigating how their CSR programs are affecting their employees’ motivation, and it will also show if Sodexo’s managers are over- or underestimating the impact that their CSR programs has on their employees’ motivation.

1.3 THEORETICAL BACKGROUND AND RESEARCH GAPS

Morgeson et al. (2013, p. 806) recognized that literature concerning CSR is still in an early stage of research, especially on the micro level in terms of employees and personnel psychology. Furthermore, Morgeson et al. (2013, p. 806) claim that if researchers want to study CSR on the micro level, it is likely that one needs to address topics such as organizational behavior. Another example comes from Rupp et al. (2006, p. 537), who claims that CSR has gained scant attention in organizational behavior literature, which has therefore led us to trying to connect CSR to organizational behavior in terms of motivation theory. Minding the lack of literature connecting these concepts, we assert that these concepts are highly relevant for our theoretical review.

The concept of CSR was first discussed as early as in the first half of the 1900’s, and in 1979 Archie Carroll (p. 500) recognized the growing importance of CSR. Due to the lack of consensus of what the concept really meant, he defined CSR as: “The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979, p. 500). However, for this study we are using another definition of CSR, as mentioned before, a more modern and updated definition that has been adopted by many scholars, which defines CSR as: “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis, 2011, p. 855). Although there is a lack of agreement about the definition of CSR, in a historical context CSR has gained criticism for being a socialistic agenda which undermines the basis of our free society by discriminating shareholders’ interests (Friedman, 1970, p. 122). However, this type of opinion about CSR is rather outdated since it, in today’s environment, plays such an important role for the firms different stakeholders (Peloza & Shang, 2011, p. 119). Furthermore, the interest for CSR by different stakeholders, such as investors, employees, consumers, and suppliers increased over the last several decades (Morgeson et al., 2013, p. 806). CSR is a broad concept, therefore there have been a lot of different studies
conducted about the subject. Studies have been conducted that connect CSR to positive financial performance (Barnett, 2007, p. 813; Peloza, 2009). Some researchers believe that having CSR will attribute to having a better financial outcome, however this has yet to be proven (Barnett., 2007, p. 813; Peloza, 2009). Furthermore, another research area of CSR was studied by Saia et al. (2003), who connected CSR to strategic philanthropy. Another example comes from research about CSR and the connection of improved employee productivity (Valentine & Fleischman, 2008). Those are several examples of CSR studies that have been conducted over the last twenty years. Most of the current research about CSR has been done on the macro level and how it affects organizations as a whole (Aguinis & Glavas, 2012, p. 933), but literature about CSR on the micro level and how the individual is affected is scarce.

Despite the scarcity of micro level CSR research there have been several studies concerning CSR on the micro level. For example, Greening and Turban (2000, p. 276) conducted a study about attracting employees through CSR. However, there is little research combining CSR with the organizational behavior fields (Morgeson et al., 2013, p. 806). Next, the demand for community and organizational research concerning environmental responsibility, sustainability and stakeholder management is strong (Morgeson et al., 2013, p. 806).

When planning and implementing CSR activities, it is important to keep in mind the different stakeholders of the organization and their different expectations. Freeman (1984, p. 46) defined stakeholders as: “any group or individual who can affect or is affected by the achievement of the organization’s objectives.” There are two types of stakeholders, internal stakeholders including shareholders, employees, managers, suppliers and customers, and external stakeholders which includes governments, competitors, consumer advocates, environmentalists, and the media (Laplume et al., 2008, p. 1157). CSR can be better analyzed by studying the relationship between a firm and their stakeholders (Clarkson, 1995, p. 92). Furthermore, Freeman et al. (2010, p. 237) stated that “CSR involves some mechanism for balancing stakeholders’ interests.” Thus, it is important for managers to be concerned with how to manage their CSR programs in order to keep stakeholders satisfied. An important part of management is motivation which leads us to the next theory that will be thoroughly discussed in this degree project.

Organizational behavior can be defined as: “a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization’s effectiveness” (Robbins, 2001, p. 6). In other words, organizational behavior is concerned with how people work and how their performance affects the organization as a whole. A part of the organizational behavior is motivation (Maslow, 1943, p. 371), which can be described by a person's direction, intensity, and persistence (Sadri & Bowen, 2011, p. 45). By choosing the organizational behavior discipline, it enables us to study motivation on the micro level of the organization (Wagner & Hollenbeck, 2010, p. 97). In this degree project, we focus on the individual in an organization or the micro level and if he or she can be motivated to perform successfully in relation to CSR activities. Motivation has a direct correlation to personal performance which helps an individual to do better work than usual, that in turn, enhances the overall firm performance (Sekhar et al., 2013, p. 472).

As a topic, motivation is one of the most important management topics (Amabile, 1993, p. 185). McClelland and Winter (1969, p. 43) defined motivation as “...affectively toned
associative networks arranged in a hierarchy of strength or importance within a given individual.” Some managers perceive motivation as correlating to performance at all levels, on the other hand, organizational researchers perceive motivation as a starting point for effective management theories (Steers et al., 2004, p. 379). An early theory was Maslow’s hierarchy of needs from 1943 and was followed by Herzberg’s dual factor theory in 1968. From these theories Deci (1975) has helped identify the difference between two types of motivation: intrinsic motivation and extrinsic motivation. Deci (1971, p. 105) defined intrinsic motivation as when one completes a task without receiving any reward for completing the task. On the other hand, one who is motivated by extrinsic motivation is “doing something because it leads to a separable outcome” (Ryan & Deci, 2000, p. 55). In other words, one who is intrinsically motivated is completing a task because it makes them happy or feel good while one who is extrinsically motivated is completing a task for an external reward.

After reviewing the theories of CSR, stakeholder theory, and organizational behavior (i.e. motivation), it is clear that today’s literature regarding CSR on micro-level is scarce, especially when it is connected to issues such as motivation. This gap is striking, especially since the research fields mentioned above are closely related to CSR activities. By writing this degree project, we are helping in bridging this gap to some extent, in this case by connecting CSR to motivation whilst focusing on internal stakeholders, i.e. managers and employees. Two similar studies have been conducted previously by Skudiene and Auruskeviciene (2012) and Khan et al. (2014). Both Skudiene and Auruskeviciene (2012) and Khan et al. (2014) explored how CSR affected employee motivation through a quantitative method. By conducting a mixed-method study we contribute to Skudiene and Auruskeviciene (2012) and Khan et al. (2014) by examining how employees are motivated through CSR from the perspectives of managers which will then be compared to the perceptions of employees, thus enabling us to highlight and stress differences in the two perspectives. The gaps in current literature has led to our development of two different research questions that will help give insight to the manager’s perspective of how CSR affect employee motivation in addition to the opinion of the employees.

1.4 RESEARCH QUESTIONS

1. How do managers perceive the impact of CSR activities on intrinsic and extrinsic employee motivation?
2. What it is the impact of CSR activities on intrinsic and extrinsic employee motivation based on the perceptions of employees?

1.5 PURPOSE

The primary purpose of this degree project is to develop a deeper understanding of the manager’s perception of CSR’s impact on intrinsic and extrinsic employee motivation. This will be accomplished by conducting a qualitative study where we interview several Sodexo managers who can give us insights on their perception of how different CSR activities impact their employees’ motivation. Furthermore, our degree project fills the purpose of investigating whether or not employees agree with their manager’s perceptions about the effect of different CSR on their intrinsic and extrinsic motivation. Also, this degree project aims to develop a conceptual framework of how different CSR activities related to employee activities, shareholder activities, supplier activities, customer activities, and community activities affect intrinsic and extrinsic motivation, respectively. From a theoretical perspective this study helps to bridge the gap for CSR on the micro
level. Furthermore, from a practical perspective this study helps Sodexo’s managers to evaluate the impact of CSR activities on intrinsic and extrinsic motivation amongst employees.
2.0 SCIENTIFIC METHOD

In this chapter we will discuss our philosophical point of view where we will state our ontological and epistemological stances. Then, we move on to our research approach and our research design in order to see how the research was conducted from a philosophical point of view. Finally, we argue for why we chose our theories and how we found more information about our theories in the literature search.

2.1 ONTOLOGY

Saunders et al. (2009, p. 510) defines ontology as a “branch of philosophy that studies the nature of reality or being.” Bryman (2008, p. 35) provides a more distinct definition, where he describes that ontology refers to the question regarding social entities, art, and nature, whether social entities should be regarded as objective entities or if they should be regarded as constructions based on the perceptions and actions of different actors. The nature of this philosophical branch implies that it generates theories about what can be known (epistemology), how to produce knowledge (methodology) and what research practices that one can use (methods) (Raaschelders, 2011, p. 920).

In social science, there are two main ontological positions one can apply: objectivism and constructionism (Bryman et al., 2011, p. 36). Objectivism suggests that social phenomenon existence and influence are beyond the influence of social actors, thus meaning that social entities are independent from social actors (Saunders et al., 2009, p. 110). Constructionism on the other hand is an ontological position which implies that social phenomena not only occurs as a result of social interaction, but they are constantly being revised (Bryman et al., 2011, p. 37).

We embrace constructionism as our ontological position since we have the interpretation that it is a necessity to explore the subjective meanings motivating the actions of social actors (Saunders et al., 2009, p. 111). In this study are we using a mixed-method approach, but we assess that the main contribution and focus of this study lays on a qualitative approach, as a consequence of our ontological setting. Our research question is derived from our ontological perspective, where we want to get a deeper understanding on how managers and employees perceive the impact of CSR on intrinsic and extrinsic employee motivation. From our ontological perspective, we view intrinsic and extrinsic motivation as a continuous change where employees’ motivation can be created, lost, re-created, and revised, by different social actors, thus meaning that this subject is ruled by a social order dependent on social actors. However, a firm’s CSR-activities on the other hand are often based on demands from stakeholders, but even here, we can also see a continuous development that is controlled and influenced by social actors. Therefore, we view intrinsic and extrinsic motivation and CSR as phenomena that exist within organizations, and that are affected by social actors. This is based on a simple reasoning, namely that if there were no social actors that impacted these topics, there would be no phenomena to observe. Furthermore, motivation is a phenomenon that social actors, such as managers can have an impact on, which in our opinion makes the choice of research question warranted, regarding our ontological perspective. We also think that the quantitative part of this degree project fits with our ontological perspective since these phenomena are not independent from social actors, but as with our reasoning above, the social actor is the one who creates them. Seeing as we are writing about CSR and its’ effect on motivation, each individual actor can be motivated by different actors, such as themselves (intrinsic motivation) or others (extrinsic motivation). By doing a quantitative study we could help
measure what motivates individuals and this would still hold true to our ontological point of view.

2.2 EPISTEMOLOGY

Epistemology refers to what can be regarded as knowledge and what can be viewed as acceptable knowledge in a particular field of study (Bryman, 2008, p. 29; Saunders et al., 2009, p. 112-113). According to Bryman (2008, p. 29), a particular issue in this context is the question whether social reality can, or should be based on the same principles and methods as applied in the context of the natural sciences. Thus one can see that there are three main philosophies within the branch of epistemology, namely positivism, realism, and interpretivism (Saunders et al., 2009, p. 113-115). Bryman (2008, p. 30) argues that the doctrine of positivism is rather hard to define, and explains the concept differs in literature. However, in general, the term comprises an epistemological position where methods of natural science are applied when studying the different aspects of social reality (Bryman, 2008, p. 30). Positivism can be summarized as it merely confirms phenomena and facts that can be confirmed by the senses (Bryman, 2008, p. 30). Also, it generates hypotheses that can be tested, which researchers’ approach from a value free basis (Bryman, 2008, p. 30). Realism is another philosophical position, similar to positivism since it also suggests methods of natural science, and it advocates that researchers should focus on external reality (Bryman, 2008, p. 31). Saunders et al. (2009, p. 114) explains that according to realism, reality is to be defined by our senses, thus meaning that the objective reality can be interpreted in different ways. Lastly, there is interpretivism, a doctrine arguing that the social world is too complex to be theorized by laws according to scientific methods (Bryman, 2011, p. 17). Interpretivism advocates that there are differences between humans as social actors, which implies that it is up to the social researcher to capture the subjective meaning of a social act (Bryman, 2008, p. 32).

In addition to the three main positions of epistemology, one can also adopt pragmatism which adopts multiple epistemological positions (Saunders et al., 2009, p. 109). This is supported by authors such as Van de Ven and Poole (2005, p. 1393-1394) who argue that even though different approaches or views regarding epistemological or ontological standpoints may seem competing or opposing, they should be interpreted rather as being complementary. Pragmatism is often preferred in mixed-method studies conducted with both a qualitative and quantitative method (Saunders et al., 2009, p. 109). This is derived from the epistemological position saying that the most important determinant of the research philosophy should be the research question (Saunders et al., 2009, p. 598).

We argue that the part of knowledge that is too complex to be theorized according to laws of scientific methods is captured in our first research question where we are discovering the perceptions of managers. This implies that this research method should be approached by a qualitative method, whilst our second research question can be measured by numbers meaning that it should be approached by methods of natural science, such as statistical testing which we use to analyze our quantitative data. This calls for a mixed-method approach, which is derived from our research questions, which implies that we need to take on a pragmatic position. We see that pragmatism is best used when using a mixed-method approach, where our results work complementary to one another, based on the reasoning of Van de Ven and Poole (2005, p. 1393-1394) who argue that the use of two approaches will work as complementarities. In accordance with our research questions, we also need to use different perspectives when gathering and analyzing our data, which according to Saunders et al. (2009, p. 598), can only can be done through pragmatism.
Therefore, we argue that pragmatism is the most relevant epistemological position for this degree project, based on the fact we have two research questions of different nature.

2.3 RESEARCH APPROACH

There are three different approaches one can use when conducting research: deduction, induction, and abduction (Saunders et al., 2012, p. 143-145). An inductive approach is defined as “collecting data to explore a phenomenon and you generate or build theory” (Saunders et al., 2012, p. 145). Adams et al. (2007, p. 29) provides a definition of inductive reasoning as “to draw general conclusions from a finite number of observations.” The purpose of using an inductive research approach is to “establish limited generalizations” about the observations of people and social phenomena (Blaikie, 2009, p. 83). Induction is the opposite of deduction, as it goes from “particulars to generalizations” (Ketokivi & Mantere, 2010, p. 316). Generalizations are supposed to be made by discovering patterns and characteristics (Blaikie, 2009, p. 83-84). In this degree project we will not be using an inductive research approach as we are starting with existing theories. We will not be able to make generalizations about our research findings in our qualitative study, however we hope to make generalizations about our quantitative study.

Next, abductive research can be defined as: “collecting data to explore a phenomenon, identify themes and explain patterns, to generate a new or modify an existing theory which you subsequently test through additional data collection” (Saunders et al., 2012, p. 145). When conducting an abductive research approach one is moving back and forth between induction and deduction (Saunders et al., 2012, p. 147). Abduction helps create theory based on observing social actors (Blaikie, 2009, p. 89). First, when one uses an abductive research approach, one starts by observing a “surprising fact” and then one discovers why this fact exists (Saunders et al., 2012, p. 147).

A deductive research approach is an approach which “proceeds from a set of general premises to a more specific conclusion” (Ketokivi & Mantere, 2010, p. 316). Similarly, Adams et al. (2007, p. 29) defines deductive reasoning as being “universal laws are hypotheses to be “tested” against the predictions implied by these laws.” A deductive research approach has six sequential steps, starting with setting a hypothesis, use theories to develop a conclusion, followed by checking to see if the new hypothesis will help add to our general understanding (Blaikie, 2009, p. 85). Once those steps are fulfilled one can start collecting data which leads to the hypothesis being true (temporary supported) or false (rejecting the hypothesis) (Blaikie, 2009, p. 84). In other words, a deductive study starts with developing a hypothesis on existing theory and tests to see if the hypothesis holds true. When one conducts a deductive study one is testing ideas in order to find out if “they can be accepted as an adequate explanation” (Blaikie, 2009, p. 86). In this degree project we will be using the deductive research approach method. We are starting with the existing theories of CSR, stakeholder theory, and motivation since we want to see how they relate to one another, thus we will make a hypothesis based on these existing theories. Then, we will test the hypothesis through the use of a survey to see if we can accept or reject our hypothesis. In regards to our qualitative study we are designing interview questions based off existing theories to see if managers support what the theories say or not. Lastly, since we have conducted a mixed-method study we will compare the two studies.
2.4 RESEARCH DESIGN

Research designs are defined as plans and procedures for research that span the decisions from broad assumptions to detailed planning regarding methods of data collection and analysis (Creswell 2009, p. 3). In general, there are two main research strategies namely the quantitative and qualitative research strategies where choices regarding ontology, epistemology, and research design must be coherent with who we are as researchers (Bryman & Bell, 2011, p. 27). The quantitative research is for testing objective theories by examining the relationship between various variables, and these variables are typically measured in numbers and can be analyzed with statistical measures (Creswell, 2009, p. 4). The qualitative research method is quite different since it often aims to create a deeper understanding of attitudes and ideas which causes peoples actions and decision making (Creswell, 2009, p.4). Creswell (2009, p. 3) refers to these strategies as research design and expands the concept with an additional main strategy, namely mixed-method studies. Mixed-methods implies that traits for both qualitative and quantitative research are combined, including philosophical assumptions, methods for analysis, and data collection (Creswell, 2009, p. 4).

Our study aims to gain a deeper understanding on how employees and managers perceive the impact of different CSR activities on employee motivation. Furthermore, we argue that it is important to get a deeper understanding of both perspectives, which might highlight differences or similarities between managers and employees. This is in accordance to our epistemological stance of pragmatism where we found that it is more beneficial to use a mixed-method approach in order to get complementary views on the subject which is the reason for taking a stance of pragmatism according to Van de Ven and Poole (2005, p. 1393-1394). In addition to our epistemological stance our ontological stance is constructionism since we think subjectively about the social actors, especially the managers in our qualitative study. Therefore, we decided that we should investigate both managers and employees and their perceptions of CSR for this study. However, our view is that only one method is not feasible for both stakeholder groups, so in order to enhance this study, we decided to use a mixed-method study. In fact mixed-method studies are far more than simply collecting and analyzing both quantitative and qualitative data, they rather involve philosophical assumptions and positions from both of these research strategies, thus it increases the overall strength of a study to be greater than just conducting either a qualitative or quantitative research (Creswell, 2009, p. 4).

Triangulation is a term that describes a research design that uses more than one method or data source in the study of social phenomena (Bryman, 2008, p. 354). Triangulation is used extensively to control the results of a study and can be applied in different types of research designs (Bryman, 2008, p. 354). As we have emphasized throughout this study are we using a mixed-method study in order to illustrate differences and similarities between the two different stakeholder groups which this study focuses on. The purpose of such a design of this study is to exercise triangulation in order to compare the qualitative and quantitative results (Saunders et al., 2009, p. 146). Our intention is that such a research design will enhance both the practical and theoretical contributions of our study and thereby increase its’ value. We believe that this in particular can benefit Sodexo since it can illuminate a possible difference of opinion between employees and managers that the company itself are not aware of. Another reason for using triangulation is because we want to see both what employees perceive and what managers perceive, respectively. We think that this information can solve the managerial dilemma of what to prioritize in terms of CSR activities. This might help to improve the CSR activities and how they are
communicated to the employees, which in the long-term might positively impact employee motivation and managers’ knowledge of their employees.

2.5 PRECONCEPTIONS

A preconception is what we, as researchers, personally think is going on in terms of the subject we are studying (Bickman & Rog, 1998, p. 77). One must be aware of their preconceptions or pre-understandings when conducting research (Saunders et al., 2009, p. 151). Preconceptions are important because they set the direction of what the researcher will direct his or hers attention to (Gilje & Grimen, 2007, p. 179). Preconceptions also explain the researcher’s faiths and beliefs, which plays an important role in how the researcher identifies a problem, how they chose what theories to use, and how they formulate their hypotheses (Gilje & Grimen, 2007, p. 182). Furthermore, personal experiences are included in preconceptions, which affects the researcher's actions, and thus the outcome of the research (Gilje & Grimen, 2007, p. 182). Therefore, it is important to be aware of one's preconceptions since they will have an impact on our study. As business students at Umeå University, we had preconceptions about our theories and concepts used. CSR, stakeholder theory, and motivation were all theories we have learned about before, thus meanings that we have had previous information in the back of our heads over the duration of this degree project. Furthermore, our worldly experience, such as travelling, watching the news, and reading newspaper articles helped us choose the topics of CSR and motivation. We chose our topic based on these experiences and previous knowledge from previous courses. However, these previous experiences are not all positive. Our previous experiences serve as a sort of bias which needs to be eliminated rather than used when writing (Bickman & Rog, 1998, p. 78). As a result, we have tried as much as possible to treat the information that we are using as new information. We have tried to only use preconceptions in helping us choose our subject.

Our reasoning for conducting our research on Sodexo is a result of one of us had worked there. Therefore, he has a lot of preconceptions about the organization. Knowing an organization well can prevent one from digging deeper into the organization when asking questions (Saunders et al., 2009, p. 151). As a result, we have tried to be as objective as possible. Also, as suggested by Saunders et al. (2009, p. 151), we have tried to ask basic questions, which Saunders et al. (2009, p. 151) says is regularly ignored when one is familiar with an organization which could impact the way in which we analyze and interpret our results for each our quantitative and qualitative studies, respectively.

2.6 LITERATURE SEARCH

The foundation of the literature review for this degree project has been to fulfill and meet the formal requirements of a degree project. Existing literature helps to identify previous work that is relevant to our thesis, and it helps to find gaps in existing literature, thus helping to provide a unique topic (Hart, 2001, p. 3). Furthermore, previous literature helps to design the methodology by helping to identify key issues or topics such as data collection (Hart, 2001, p. 3).

In our literature review, we have attempted to not only review the literature that best fits our preconceptions about the topic. Instead, we have to our best effort tried to review the subject as a whole, where we highlight different perspectives and opinions. This was done in order to avoid bias, which might have a negative effect on the quality of our work. Furthermore, we have tried to use primary sources. Primary sources are sources where information or data occur for the first time, mostly to make sure that no information gets lost in doing unnecessary steps of secondary sources, which are defined by that they
present subsequent information or data from primary sources (Saunders et al., 2009, p. 69).

Hart (2001, p. 78) suggests that relevant books and articles can be found in either databases or libraries, either in printed versions or electronic versions. Further, Hart (2001, p. 93) claims that articles from peer-reviewed journals complies an essential source of information for students and researches in general. Most of our reference list refers to scientific articles that we have downloaded from either the database EBSCO, provided by Umeå University, or Google Scholar. We have to a large extent, tried to only use articles that have been peer-reviewed. The use of peer-reviewed articles is based on our intention that this study should maintain the highest possible quality that our skills, knowledge, resources, and timetable possibly could allow. However, in addition to scientific articles, we have also used some scientific books which are particularly prominent in our two methodology chapters, they have all been retrieved from Umeå University Library.

Initially, we searched for articles by using different keywords such as “CSR”, “CSR’s impact on motivation,” “intrinsic motivation,” “CSR literature review,” “stakeholder theory literature review,” “motivation literature review,” and “intrinsic and extrinsic motivation.” to name a few, in the previously mentioned databases. We experienced the literature search as a learning process where we improved our skills, which means that we were inconsistent with the types of keyword we were using as we became better. However, during this process, we learned to how to screen reference lists in other writers works, and by doing that, we quickly understood which authors, journals, and works that were most essential in each research area that we touched upon.

2.7 CHOICE OF THEORIES AND CONCEPTS

The main purpose of conducting a literature review is to get a starting point for our research where we can introduce the reader to what research has been done on our topic (Saunders et al., 2012, p. 603). Since we are using a deductive research approach, finding relevant theories was the first and most important part of our degree project. Useful theories help organize our research questions and observations (Bickman & Rog, 1998, p. 78). Both of these reasons for doing a literature review have helped us in choosing relevant theories and concepts and disregard theories and concepts which have proven to be irrelevant for our work.

First, we started by describing our most important and most relevant phenomenon, CSR. CSR was the starting point of our research. It is a topic that is becoming more popular and more relevant, thus giving us a good reason for choosing it as our main concept. Previous courses helped us to get interested in the topic of CSR. The triple bottom line of CSR (social, economic, and environmental performance) presented by Ioannis et al., (2013, p. 177) helps to create sustainability for a firm. This definition made us more curious about the topic to learn more about how to create sustainability for our firms. Furthermore, the definition of CSR that we have chosen to use for this degree project by Aguinis (2011, p. 855) includes the triple bottom line unlike the original definition by Archie Carroll (1979, p. 500). We believe that a definition of CSR that includes the triple bottom line is most relevant and helps add to the quality of our work best. This is based on that we think that it fits with the CSR programs of Sodexo which also includes the three dimensions of the TBL. Further, we find this definition is more extensive since it includes many dimensions of the CSR spectra.
Next, we chose to use stakeholder theory as our second theory. First, we felt it was
difficult to talk about CSR and not discuss stakeholders. Thus, one can see that it was
natural for us to include stakeholder theory in this degree project. Second, in an
organizational context stakeholders are going to be affected by the operations of the firm.
Third, previous literature discusses how CSR is an important part of stakeholder theory
(Attas, 2004, p. 316-317; Carroll, 1991, p. 43; Freeman, 1984, p. 38; Kakabadse et al.,

Finally, our last theory we used for this degree project was motivation. Motivation is a
topic that has always been of great interest for us, especially as management students.
Therefore, we wanted to be able to combine this broad theory of motivation with CSR as
suggested by Morgeson et al. (2013, p. 806). Connecting CSR to employee motivation
has also been researched by previous researchers (Khan et al., 2014; Skudiene &
Auruskeviciene, 2012). Thus, we combined motivation with CSR to see how CSR affects
employee motivation. In the context of working with Sodexo, we wanted to discover how
motivated an organization with a strong and well established CSR program employees
are by different CSR activities related to different stakeholders.
3.0 THEORETICAL FRAMEWORK

In this chapter we review previous literature on the topics of CSR, stakeholder theory, and motivation. As each section progresses we get more in depth about each theory or concept and get more specific about how each theory and concept relates to this degree project. We finish the chapter with the presentation of our conceptual model which relates to our quantitative study, and then we present our hypotheses that are relevant to our quantitative study.

3.1 CORPORATE SOCIAL RESPONSIBILITY (CSR)

The phenomenon of CSR was coined by Howard Bowen who is considered to be the “father of CSR,” a title he received after the 1953 release of his groundbreaking book - *The Social Responsibilities of the Businessman* which launched the era of CSR (Carroll, 1999, p. 269; Crouch & Maclean, 2011, p. 5). In his book, Bowen (1953) defined CSR as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of actions which are desirable in terms of the objectives and values of our society” (Carroll, 1999, p. 270). CSR originates as a strategy used by large corporations who intended to use the concept in order to build up a good reputation and avoid scandals which might damage their brand (Crouch & Maclean, 2011, p. 1).

As stated above we are using Aguinis’ (2011, p. 855) definition of CSR which defines the concept as “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance.” The use of this definition implies that we have to mention and explain the triple bottom line, henceforth referred as TBL. The term was originally coined by John Elkington who emphasized a distinction between the three dimensions of sustainability: social, economic, and environmental performance (Ioannis et al., 2013, p. 177). Furthermore, the term involves both the concepts of CSR and corporate sustainability (Garriga & Melé, 2004, p. 62). The TBL consists of three different dimensions; first, the economical dimension which is about financial contributions to stakeholders, for example shareholders or employees (Garriga & Melé, 2014, p. 177). Second, the environmental dimension is about taking responsibility for both the firms’ effects on its external environment and nature, and the internal environmental management aspects (Garriga & Melé, 2014, p. 177). The third and final dimension of the TBL is the social dimension which categorizes ethical issues such as diversity, working conditions, safety (Garriga & Melé, 2014, p. 177). This model implies that a firm can only be sustainable if they incorporate all of the dimensions of TBL, which not only benefit the environment and society, but it can also give the firm a competitive advantage and positive long-term economic performance (Carter & Rogers, 2008, p. 365).

Modern research shows that CSR plays an important role for an organization’s stakeholders since it can be used in order to add value to the internal and external stakeholders of the organization (Peloza & Shang, 2011, p. 119). As stated above, Carroll (1999) helped conceptualize CSR decades ago, however, according to Jonkias (2012, p. 693), there is still a lack of a holistic framework that exhibits the process of value creation by CSR activities. Moreover, literature regarding CSR is fragmented on different levels, either on the macro level or the micro level (Morgeson et al., 2013, p. 806). These value-creating activities in the context of CSR, are mostly recognized on a macro level, thus demonstrating that literature and research regarding CSR on the micro level is scarce (Aguilera et. al, 2007, p. 837; Aguinis & Glavas, 2012, p. 933). In fact, CSR literature is
more or less absent in journals devoted to the areas of micro organizational behavior (Aguinis & Glavas, 2012, p. 943).

Research about CSR has gained increased amounts of attention, and many scholars have addressed a wide range of questions related to this research field. According to Aguinis and Glavas (2012, p. 942), there is a relationship between CSR and non-financial outcomes such as operational efficiencies, competitive advantage, improved demographic diversity, and perceived quality of management. Research has been unable to show that CSR activities can generate financial gain (Barnett, 2007, p. 813), but some researchers believe there exists both financial and nonfinancial reasons for conducting CSR activities. The financial gain of CSR activities has in fact been emphasized by many scholars, and some recent research has recognized a transformation of corporate social responsibility to strategic corporate responsibility, thus meaning that the social aspect of the concept has been replaced with a clearer focus on gaining a competitive advantage (Voiculescu & Yanacopulos, 2011, p. 44). These many reasons and the fragmented nature of CSR implies that the concept often involves many different stakeholders, and Barnett (2007, p. 22) argues that a firm's ability to create value is dependent on its’ ability to produce positive stakeholder relations.

Literature regarding CSR is characterized by its’ heterogeneity since the literature, at least to some extent, originates from separate fields, such as environmental studies, organizational behavior, HRM, marketing, organizational theory, and strategy, amongst others (Aguinis & Glavas, 2012, p. 933). This implies that CSR is fragmented on different levels, as stated above, which is either on the macro- or micro level.

The macro level is rather comprehensive since it consists of both organizational and institutional dimensions (Aguilera et al., 2007, p. 839), thus making it hard to present the term since it comprises so much of the CSR spectra. However, there are traits of this fragmental level of CSR where scholars are rather consistent about its’ nature, such as why firms engage in CSR activities. It is typical that firms conduct themselves in CSR activities due to pressures from both internal and external stakeholders, and these stakeholders have different motives and ways to influence firms to perform CSR related activities in order to guard various interests (Aguilera et al., 2007, p. 844). The micro level is less extensive than the macro level since it only comprises the individual level and individual perspective, often equalized as the employee level or the employee perspective (Aguilera et al., 2007, p. 839). Although research on the micro level is relatively scarce, some empirical research has been done concerning the employee's perspective on the micro level. For example, Greening & Turban (2000, p. 276) presented empirical results showing that a firm's CSR activities can affect potential employees desire to join their workforce, thus meaning that CSR can be used as a competitive advantage in today’s modern business world where the role of a skilled workforce continues to gain importance. Furthermore, Aguilera et al. (2007, p. 840) summarized that research has shown that employee’s perceptions of a firm’s CSR activities have positively affected their willingness to participate and contribute to the firm’s activities.

Some scholars make a distinction between two types of CSR activities, meaning that activities related to CSR can be exerted on different levels, namely internal and external (Skudiene & Auraskeviciene, 2012, p. 51). We use the terms internal and external CSR activities when referring to these activities. However Aguilera et al. (2007) refers to internal and external CSR as the inside or outside actions of an organization. Internal CSR
refers to the activities and operations conducted within the company (Brammer et al., 2007, p. 1702), thus meaning that it often includes training and procedural justice. An example of internal CSR could be having different procedural methods in order to lower the emission of pollution (Aguilera et al., 2007, p. 836). On the other hand, external CSR involves external operations conducted outside the firm, therefore, CSR involves more stakeholder groups than the internal stakeholders (Longo et al., 2005, p. 31-32).

Although this degree project is focusing on employee motivation, which is an internal stakeholder group, we will incorporate activities that focus on both internal and external stakeholders. Our reasoning for studying both internal and external CSR is because external CSR can have an effect on the motivation of employees (Skudiene & Auruskeviciene, 2012, p. 62). For example, employees may be motivated knowing that their work is helping someone outside the organization. We study how both internal and external CSR activities can affect the motivation of employees, thus meaning that we study CSR as a multidimensional concept where we include both the internal and external aspects of CSR.

### 3.2 STAKEHOLDER THEORY AND CSR

Stakeholder theory is as relevant as ever because of large firm’s increasing role in today’s society (Laplume et al., 2008, p. 1153). Large firms have an abundance of finances and therefore can have a negative or positive impact on society and the environment, which includes all stakeholders. Clarkson (1995, p. 106) defined stakeholders as “persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past present, or future.” Stakeholder theory has been undergoing extensive research for the past decades, and it is often addressed as the opposite of shareholder theory (Kakabadse et al., 2005, p. 289). The difference between the two theories is stakeholder theory takes into account all actors who impact or are impacted by an organization while shareholder theory is based on those who have a solely financial stake in an organization (Kakabadse et al., 2005, p. 289).

The purpose of stakeholder theory is to explain and give direction to the structure and operations of a firm (Donaldson & Preston, 1995, p. 70). Stakeholder theory is about the interaction between stakeholders (customers, suppliers, employees, financiers, communities, and managers, to name a few) with the purpose of creating value (Parmar et al., 2010, p. 406). Some scholars view stakeholder theory as way of social science based research to grow, while other scholars see stakeholder theory as a sort of narrative which is based on different moral principles (Jones & Wicks, 1999, p. 206). The most important parts of stakeholder management are to describe, understand, analyze, and manage (Carroll, 1991, p. 43).

Based on the research of Donaldson & Preston (1995) one can group stakeholder theory into two categories: social science based theory, which includes the descriptive/empirical variant and the instrumental variant while the other category is ethics based, which is referred to as the normative variant (Jones & Wicks, 1999, p. 206). Stakeholder theory can be broken down into a few distinct variants: descriptive/empirical reasons, instrumental reasons, and normative reasons (Donaldson & Preston, 1995, p. 70-71). Descriptive/empirical variant of stakeholder theory is used to describe or explain certain behaviors of organizations (Donaldson & Preston, 1995, p. 70). The instrumental variant of stakeholder theory involves trying to discover if stakeholder management and organizational objectives match (Donaldson & Preston, 1995, p. 70-71). Jones and Wicks (1999, p. 208) state that instrumental theory is a contingent theory that is based on the
behavior that is described by descriptive/empirical. Instrumental variant is used with descriptive/empirical when descriptive/empirical information is available (Donaldson & Preston, 1995, p. 71). Lastly, the normative variant behind stakeholder theory is to interpret corporate functions and the reasoning for operations being either moral or philosophical normative (Donaldson & Preston, 1995, p. 70-71). A central theme of the normative variant is that firms should try to balance the interests of all stakeholder not only the financial shareholder; the theory is much more than just the financial performance of firms but overall performance (Jones & Wicks, 1999, p. 208-209).

Jones and Wicks (1999, p. 206) argue that no emergent form of stakeholder theory is complete, but yet it should combine normative and instrumental elements which would help create a successful theory. Therefore, they propose a hybrid theory with normative component in which it must be morally sound and an instrumental component which should be logically sound, theoretically sound and empirically viable when it can be (Jones & Wicks, 1999, p. 216). They argue for a hybrid strategy because “...shared values and shared understandings driving stakeholder research render fundamentally incomplete any theory that is either exclusively normative or exclusively instrumental” (Jones & Wicks, 1999, p. 10). For this degree project, we use the hybrid theory because we want to focus on all stakeholders, not just shareholders, which is the normative part of a hybrid stakeholder theory. Also, from the instrumental component, we are interested in logic and want to find out empirical evidence that can help support our findings.

As a result of the emergence of stakeholder theory, a main problem that has risen is how to create value, connect business operations with ethics, and how to manage these two problems (Parmar et al., 2010, p. 404). Value can be created through the use of CSR in all types of organizations (Jonikas, 2012, p. 696). The most difficult problem for managers in regard to stakeholder theory is balancing business with ethics (Parmar et al., 2010, p. 405).

The relationship between a firm’s CSR policies and its’ stakeholders is an important relationship because the CSR activities a firm takes part in directly affects its’ stakeholders (Longo et al., 2005, p. 31). CSR and stakeholder theory are complements which build upon one another (Kakabadse et al., 2005, p. 288). The word stakeholder implies that one has social or societal responsibilities thus linking it to CSR (Carroll, 1991, p. 43). The effects of CSR makes it so that firms have an effect on a wider range of stakeholders than previously thought (Freeman, 1984, p. 38). In other words, once one takes CSR into account, more groups, such as environmentalists for example are being affected by business decisions. However, it is interesting to note that some managers may not care about what stakeholders want from CSR, if a manager is making a decision which is socially or ethically beneficial (Peloza & Shang, 2010, p. 118). This is a result of some researchers thinking that CSR activities can help a firm create financial gains, however research has been inconclusive on whether or not financial gains can be made by conducting CSR activities (Barnett, 2007, p. 813; McWilliams & Siegel, 2000, p. 607-608). In other words, some stakeholders may only see CSR as a way to make financial gain instead of doing social or ethical good. Only the shareholders, or the owners of the company, are going to benefit from the financial gain of CSR (Barnett, 2007, p. 795), not the other stakeholders of an organization.

Attas (2004, p. 313) discusses five requirements one must fulfill to apply a genuine stakeholder theory. To apply stakeholder theory one needs to think ethically, not everyone
can be listed as a stakeholder, stakeholders must be chosen morally, stakeholders must have something that uniquely connects them to the organization, and stakeholders have to do their part for the organization (Attas, 2004, p. 313-314). This is a contradiction to what we provided previously as a definition of a stakeholder which was “persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past present, or future” (Clarkson, 1995, p. 106) because Attas (2004) suggests that only certain groups should be considered stakeholders. An implication for managers when applying stakeholder theory is that they must be able to identify the relevant stakeholders (Donaldson & Preston, 1995, p. 85). This relates to what Attas (2004, p. 313) discusses in that not everyone can be a stakeholder but yet only those who are most relevant to the organization, otherwise almost everyone can be considered a stakeholder. Different stakeholders have different influences and thus different amounts of power (Carroll, 1991, p. 43). Furthermore, the relevant stakeholders are stakeholders who help the organization and give something back as they get something in return from the organization (Attas, 2004, p. 313).

Aoki (1984, p. 62) believed that there were two important stakeholders: employees and shareholders. The role of the manager was to act as a “referee” between the two parties (Aoki, 1984, p. 62). This becomes more evolved in later research which identifies managers as stakeholders whose essential role is to identify all of the stakeholders (Donaldson & Preston, 1984, p. 86). Stakeholders include anyone who has something to lose, either financially, socially, or psychologically, if the firm fails (Attas, 2004, p. 314). To apply stakeholder theory correctly one must first identify the most relevant stakeholders which can be done by assessing stakeholders’ relevance to the firm (Attas, 2004, p. 316). An organization must always be concerned with the stakeholder’s interests when making decisions; thus the priority of the different stakeholder interests must be evaluated (Attas, 2004, p. 316-317). One of the biggest challenges for managers is figuring out who deserves the most attention as a stakeholder (Carroll, 1991, p. 43). For this degree project we focus on five particular groups of stakeholders. Four of the stakeholder groups are derived from Longo et al. (2005, p. 32), who are employees, customers, suppliers, and the community. The fifth stakeholder group we will discuss in this degree project are shareholders because as Aoki (1984, p. 62) stated, shareholders are an important stakeholder group.

According to Skudiene and Auruskeviciene (2012, p. 52), employees are an important internal stakeholder group, and they further claim that there is a vast amount of academic literature providing a range of practices for “meeting employees’ expectations and needs.” This implies that internal CSR activities mostly focus on internal stakeholders, particularly employees. This can be done in many ways, and Longo et al. (2005, p. 31) points out four different areas which CSR activities can relate to in order to enhance or create value to employees. The basis for these value creating activities is the reasoning that it takes more than financial compensation to create value for employees, instead the value generating activities should be based on motivation theories such as Maslow’s (1943) hierarchy of needs (Longo et al. 2005, p. 31), which will be described further down. Longo et al. (2005, p. 31) refers to Maslow (1943) by stating that employee satisfaction can be derived from the “development of competence and professionalism, climatic conditions of the working environment, consideration given to ideas and their proactivity” which according to the authors copes with the Maslow’s hierarchy of needs (1943). This helps Longo et al. (2005, p. 31) to conclude four value classes which are directed to increase employee motivation; health and safety at work, development of
workers’ skills, well-being and satisfaction of the worker, the quality of work, and social equity. Skudiene and Auruskeviciene (2012, p. 53) argue that the correct management of these four value classes can help to enhance intrinsic employee motivation in an organization.

The second internal group of stakeholders we are going to discuss in this degree project are shareholders. Shareholders are an internal stakeholder group who own the company (Aguilera et al., 2007, p. 844). Kakabadse et al. (2004, p. 289), refer to the theory of shareholders to be the opposite of stakeholder theory. Shareholder theory is based on the idea that the goal of a firm is to maximize profits for its’ shareholders (Mansell, 2013, p. 583). Thus, shareholders are interested in maximizing profits for themselves. There is a debate on whether or not this is an unethical theory because shareholder theory does not align with stakeholder theory where one wants to maximize the happiness of all stakeholders (Mansell, 2013, p. 584). The shareholder’s purpose in this degree project is to see how it is related to employees. Longo et al. (2005) does not discuss shareholders but we have added them because we think they are relevant stakeholders in this degree project. For example, Aoki (1984, p. 62) believed shareholders were one of two important stakeholders, with employees being the other one. To homogenize shareholders into Longo et al. (2005) the value classes for shareholders are maximizing profits and ensuring full returns would be under shareholders. As a stakeholder group, shareholders are the main owners, which is why we decided to include them in this degree project.

Furthermore, Longo et al. (2005, p. 31) identifies three external stakeholder groups with different expectations on value creation: suppliers, customers, and the community. The first external stakeholder group are suppliers, which like all stakeholder groups have different expectations and needs from their companies and organizations. Suppliers have two main concerns regarding their buyers CSR work; first they need a steady order flow that consistently increases over time, and second, they wish for incentives such as quality goals for improving the products and services that they provide (Longo et al., 2005, p. 31). Another example of such incentives could be CSR activities culminating in control of how the suppliers are running their business, for example by controlling labor standards or implementing complaints standards (Graafland & Van de Ven, 2006, p. 3). However, as in the case of employees, we tend to focus on the value classes as described by Longo et al. (2005, p. 31), and in the case of the stakeholder group of suppliers there are two value classes; partnership between ordering company and company, and selection and analysis systems of suppliers. As one can see these value classes are derived from the main concerns of suppliers, and as a socially responsible company, it is naturally important to be considered as a good business partner, which according to Longo et al. (2005, p. 31), can be achieved by meeting these needs and expectations of suppliers.

The second external stakeholder group are the customers of the firm. The main concern of customers is issues regarding the quality of the product or service provided by the firm (Longo et al., 2005, p. 32). However, the quality does not only concern the actual product or service that the customer buys, but they also want to be able to forward complaints, proposals and suggestions to the firm (Longo et al., 2005, p. 32). Furthermore, customers are often concerned about the entire process of producing or manufacturing the products and services, which must be conducted in a socially responsible way, which sometimes can be verified by different sorts of certificates (Christmann & Taylor, 2006, p. 873). This demonstrates that there are four value classes of customers: product quality, safety of the customer while using the product, consumer
protection, and transparency of consumer information on product (Longo et al., 2005, p. 32).

The third and last external stakeholder is the community (often referred as the local community) which refers to both the people and the environment (Longo et al., 2005, p. 32), thus it covers two dimensions of the triple bottom line. Marquis et al. (2007, p. 927) mentions two reasons why the local community impacts the CSR work of firms. The first reason is the understandings, rules, and norms of the community put institutional pressures on the firms while the second reason is that chief executives of firms are more likely to conduct CSR activities in the local community where they reside (Marquis et al., 2007, p. 927). There are two value classes of the community: creation of added value to the community, and environmental safety and protection of the community.

3.3 MOTIVATION THEORY

Longo et al. (2005, p. 31) argued that value generating CSR activities towards the employees of a firm should be based on accepted motivation theories. Previous studies have demonstrated that CSR has an impact on the motivation of employees (Khan et al., 2014, p. 82; Skudiene & Auruskeviciene, 2012, p. 62-63). The term motivation stems from a Latin word that means to move (Steers et al., 2004, p. 379), while the concept of motivation started in ancient Greece with philosophers who focused on hedonism as a driving force behind human behavior (Steers et al., 2004, p. 380). Hedonism’s central theme is that behavior is a result of pleasure or pain (Vroom, 1964, p. 9). In other words, one is motivated by avoiding pain or having pleasure. The hedonistic approach, which was also supported by Freud in his early writings could not be predicted in advance but only analyzed after the fact (Vroom, 1964, p. 10). Despite that fact, hedonism was the main theory within motivation until the 1900’s. Philosophers such as Locke, Bentham, and Mill worked on the term motivation in the seventeenth and eighteenth centuries (Steers et al., 2004, p. 380). Furthermore, in the nineteenth century human behavioral scientists started studying motivation, drifting away from the philosophy discipline (Steers et al., 2004, p. 380). Psychologists wanted to fill the void that the hedonistic approach left (Vroom, 1964, p. 10), thus, leading to the development of more modern, psychology/behavioral science theories of motivation (Steers et al., 2004, p. 380). In the 1930’s social influences were being studied as being motivators (Steers et al., 2004, p. 380). Then, researchers such as Maslow and Herzberg started trying to identify factors that cause motivation within the organizational behavior domain (Steers et al., 2004, p. 381) and why we conduct ourselves in certain behavior (Pate, 1987, p. 64). Steers et al. (2004, p. 381), refer to the 1960’s and early 1970’s as the “golden age” of motivation theories. In this era, cognitive theories such as expectancy theory were developed as well as goal setting theories of motivation (Steers et al., 2004, p. 382), “...goal setting theory is consistent with, although its beginnings somewhat antedated, the cognitive revolution” (Locke, 1996, p. 118). Expectancy theory is a cognitive theory that is related to that workers choose various tasks based on what they think will produce the best outcome (Steers et al., 2004, p. 382). The cognitive theories helped discover that one cannot only study man from this inside or the outside but altogether (Locke, 1996, p. 117). After these theories came Deci (1975) who distinguished the difference between intrinsic and extrinsic motivation, which will be presented later on in this chapter.

Vroom defined motivation in 1964 (p. 6) as “...to refer to a process governing choices made by persons or lower organisms among alternative forms of voluntary activity.” Later on, another definition was developed: “...affectively toned associative networks arranged in a hierarchy of strength or importance within a given individual” (McClelland
Employee motivation is one of the most important parts of management (Steers et al., 2004, p. 379). Employees who are highly motivated are likely to work hard, while those who are not very motivated tend to not work very hard (Amabile, 1993, p. 185). Not only are motivated employees likely to work harder, but yet they are more likely to produce high quality work, higher volumes of work, and be more loyal (Sadri & Bowen, 2011, p. 45). Current trends in organizations have a direct effect on the level of employee motivation (Amabile, 1993, p. 185).

3.3.1 EXTRINSIC MOTIVATION AND INTRINSIC MOTIVATION
Extrinsic motivation is an activity that someone partakes in a task in order to receive some kind of separable outcome or complete a goal separable to the outcome of the task (Amabile, 1993, p. 188; Ryan & Deci, 2000, p. 60). Extrinsic motivators do not necessarily relate to the work, but yet they are external sources for doing the work (Amabile, 1993, p. 189). External regulation is a type of extrinsic motivation which means one completes a task in order to receive an external reward of some sort (Ryan & Deci, 2000, p. 61). A common example of external regulation is monetary rewards. Monetary rewards can help motivate employees to be more committed and be more satisfied (Sekhar et al., 2013, p. 476). Monetary rewards can satisfy employees and can motivate them for three different reasons: instrumental value (money has value), symbolic value (recognition of contribution), and informational value (money is feedback for doing a good job) (Long & Shields, 2010, p. 1148). Several studies have proven however, that this is not the best way to motivate employees in comparison with intrinsic rewards (Aguinis et al., 2013, p. 247; Long & Shields, 2010, p. 1164). Monetary rewards cannot improve employee knowledge, skills, or ability (Aguinis et al., 2013, p. 243). Also, monetary rewards can encourage employees to act as individuals when working in a group context and has not proven to help individual performance when being in a group context or which has not helped organizational performance (Long & Shields, 2010, p. 1148-1149). Another type of extrinsic motivation is introjection that occurs because of external pressures such as guilt, anxiety, or as an ego-enhancement (Ryan & Deci, 2000, p. 62). Another form of extrinsic motivation is appreciation which was studied by Mahazril et al. (2012). Appreciation is referred to as being a benefit that an employee can receive for doing a job well (Mahazril et al., 2012, p. 238). Lastly, social recognition is a term that refers to when an employer uses several types of non-monetary rewards in order to “recognize and reinforce desired employee behaviours” (Long & Shields, 2010, p. 1146).

Ryan and Deci (2000, p. 56) have acknowledged the definition of intrinsic motivation as being in terms of both a task being interesting to a person and/or the task giving a person satisfaction for completing a task. Amabile (1993, p. 188) attempted to combine previous definitions of intrinsic motivation to develop this definition that says one is intrinsically motivated “when they seek enjoyment, satisfaction of curiosity, self-expression, or personal challenge in the work.” Intrinsic motivation is based on human behavior in the sense that one’s motivation to complete a task is based on their feelings about that task (Amabile, 1993, p. 189). One needs to be competent and self-determined in relation to the environment (Deci, 1975, p. 65). However, intrinsic motivation is different from individual to individual, not everyone is intrinsically motivated by the same activities (Ryan & Deci, 2000, p. 56) because we all value different things. Someone who is intrinsically motivated is motivated by their need for feeling competent and self-determined in relation to his environment (Deci, 1975, p. 100). This helps in setting goals based on potential satisfaction which is in turn based on competence and feeling of self-
determination. Intrinsic motivation exists both within individuals and within the relation between individual and an activity (Ryan & Deci, 2000, p. 56). Furthermore, motivation can correlate to a type of product focus (Amabile, 1993, p. 189). In other words, one is intrinsically motivated if they know what they are working on, for example a product, can help the consumer who buy it. This product focus of intrinsic motivation is not recognized by Deci and Ryan (1985) who focus on the process of doing a task and not the end result (Amabile, 1993, p. 189). A study conducted by Dysvik and Kuvaas (2010) demonstrated that intrinsic motivation was the most important factor in employee turnover. A type of intrinsic motivation is achievement motivation where the “reward is in the achievement,” as a result of achievement motivation, the basic need for feeling competent and self-determined is fulfilled (Deci, 1975, p. 77).

Another concept is the difference between extrinsic drives or primary drives, which are drives that replace the “non-nervous system tissue” (food and water, for example) and intrinsic drives, where “the reward is the feeling of competence and self-determination which has its primary effect in the nervous system tissues” (Deci, 1975, p. 101). The relation to the need is also different between the primary drives and intrinsic needs. The need of a primary drive can be reduced by attaining the goal. On the other hand, the need caused by intrinsically motivated behavior will not be reduced, but yet once the goal is attained, a new goal will be set (Deci, 1975, p. 101). If one is so determined to complete a task, which is rewarding for them, they will not stop and do something else unless the primary drive is much more salient in that context (Deci, 1975, p. 100). An example of this is when one does not drink water even though they are thirsty, instead one is concerned with finishing a puzzle because of its’ rewarding value at that given time. Positive reinforcement or feedback increases intrinsic motivation while negative feedback decreases intrinsic motivation (Deci, 1971, p. 108).

After discussing both extrinsic and intrinsic motivation, one can see that they are related. Amabile (1993, p. 189) suggests that both intrinsic and extrinsic motivation play a big role in motivating employees to complete most tasks. It has been found that external rewards can decrease intrinsic motivation (Deci, 1971, p. 105), but more intrinsic rewards does not decrease motivation (Deci, 1971, p. 114). Once a monetary reward is given to a person, he will rethink about doing the activity for its’ intrinsic value (Deci, 1971, p. 114). However, a later study conducted by Amabile (1993, p. 193) proved that intrinsic motivation can coexist with extrinsic motivation. Also, a few decades of research has proven that “the quality of experience and performance” can be very different when one is behaving for intrinsic versus extrinsic reasons” (Ryan & Deci, 2000, p. 55).

3.3.2 Maslow’s Hierarchy of Needs

Another motivation theory is Maslow’s hierarchy of needs (1943). Maslow developed one of the first theories that integrates human needs into one model (Oleson, 2004, p. 83). The hierarchy starts with the needs that we are motivated by from the most basic need up to the most complex need, where one can only worry about the next set of needs when one has satisfied the previous level of needs to come extent (Maslow, 1943). The most basic needs are physiological needs, which are needs that are basic such as food, water, rest, shelter, and other needs which one needs to fulfill in order to live (Oleson, 2004, p. 84). The physiological needs are followed by the safety needs which are fulfilled when a person feels that they are safe from physical and psychological danger (Maslow, 1944, p. 376). Next, once the safety needs are somewhat satisfied then one can concentrate on the love needs which includes longing for someone to show affection for whether it be a family member, a friend, a wife, a sweetheart, or children (Maslow, 1943, p. 84).
Physiological needs, safety needs, and love needs represent needs that one “must master” before one can develop a healthy personality (Steers et al., 2004, p. 381). Next, the esteem needs involve that one has a purpose and relevance in the world (Maslow, 1943, p. 382). Furthermore, Maslow (1943, p. 382) states that how the esteem need can lead to wanting to have prestige or a good reputation. The final need is self-actualization which is referred to by Maslow (1943, p. 383) as “what a man can be, he must be.” In other words, one needs to become fully self-realized in order to reach one’s full potential (Oleson, 2004, p. 85). Esteem needs and self-actualization needs suggest “individual achievement and the development of human potential” (Steers et al., 2004, p. 381). Oleson (2004, p. 91) concluded from his study, which linked money to Maslow’s hierarchy of needs, that the higher one is on the hierarchy of needs, the less important money becomes.

3.3.3 Herzberg’s Dual Factor Theory

One motivation theory developed by Herzberg (1968) is the dual factor theory which is also referred to as the motivation/hygiene theory. In short, the dual-factor theory has, as the name suggests, two factors, the hygiene factor which consists of things such as interpersonal relationships, working conditions, salary, status, and supervision (Herzberg, 1968, p. 92). The motivation factor consists of achievement, recognition for achievement, job design, responsibility, and growth within the company (Herzberg, 1968, p. 92). Hygiene factors are extrinsic factors of motivation while motivation factors are intrinsic (Herzberg, 1968, p. 91-92). Hygiene factors can work as demotivators if they prove to be insufficient (Amabile, 1993, p. 187). Herzberg’s (1968, p. 93) theory suggests that work should be enriched in order to effectively use personnel. Individuals derive satisfaction from work that allows them to use their own skills and abilities (Vroom, 1964, p. 141). This idea is supported by Aguinis et al. (2013, p. 243) who agrees by stating that “individuals derive personal meaning from enriched jobs.” Furthermore, psychological growth is actualized as a result of job enrichment (Herzberg, 1968, p. 93).

Herzberg and Maslow’s respective hierarchies demonstrate that once an individual has been extrinsically motivated to a certain extent, then one can be intrinsically motivated (Amabile, 1993, p. 188). Or as Herzberg (1968) and Maslow (1943) discussed, once the need is filled of, for example, having good finances (extrinsic motivation), then one can start appreciating things such as having challenging tasks (intrinsic motivation). In addition to Amabile (1993), many motivation researchers refer to Maslow (1943) and Herzberg (1968) and commend them on their contribution to the motivation research field (Long & Shields, 2010; Pate, 1987; Steers et al., 2004). This attributes to the fact that these theories have been important for today’s research in motivation. The theories by Herzberg (1968) and Maslow (1943) have helped provide the basis for other theories (Pate, 1987, p. 59).

3.4 Research Connecting CSR, Motivation and Stakeholder Theory

CSR is a trending topic in today’s organizations and current trends have a direct impact on the motivation of employees (Amabile, 1993, p. 185). Morgeson et al. (2013, p. 283) discussed that there is a lack of literature that combined CSR, stakeholder theory, and motivation. To the best of our knowledge, the first study conducted in this area was a quantitative study made by Skudiene and Auruskeviciene (2012), who studied CSR on the micro level within a company in Lithuania, trying to test how different activities conducted towards separate stakeholder groups impacted internal (as we refer as intrinsic) employee motivation. Skudiene and Auruskeviciene (2012, p. 51-52) defined stakeholder groups and CSR activities conducted by firms by a stakeholder model constructed by
Longo et al. (2005, p. 31), called “The Grid of Values”, the same model that we have applied for our study. Their findings suggest that both internal and external CSR activities positively impacts intrinsic employee motivation, although some activities indicated a stronger correlation with internal employee motivation than others (Skudiene & Auruskeviciene, 2012, p. 62-63).

In addition to the work of Skudiene & Auruskeviciene (2012), we have found one similar study conducted in this area, a quantitative study conducted by Khan et al. (2014) on employees in Pakistan. As in the case of Skudiene and Auruskeviciene (2012), Khan et al. (2014, p. 71) used a qualitative method by sending a survey to employees to get a deeper understanding of the relationship between employee motivation and different CSR activities conducted towards different stakeholder groups by using “The Grid of Values” by Longo et al. (2005, p.31). However, in addition to what was presented in the study of Skudiene and Auruskeviciene (2012), where they studied CSR’s impact on intrinsic employee motivation, Khan et al. (2014, p. 70-71) conducted a quantitative study in order to see how CSR activities affect both intrinsic and extrinsic employee motivation. Moreover, Khan et al. (2014, p. 70-71) examined the relationship between employee motivation and organizational commitment. Their findings were to some extent contradictory to the findings of Skudiene & Auruskeviciene (2012, p. 62). First, Khan et al. (2014, p. 82) could not support their hypotheses where they tested if internal CSR positively correlates with employee motivation (Khan et al., 2014, p. 82). Another difference in their study is that they could not see that all types of external CSR positively correlates with employee motivation. The last difference in their findings, as compared to Skudiene and Auruskeviciene (2012) was that they could not see a positive relationship between intrinsic rewards and employee motivation.

We see these contradictory results as demonstrating the fact that there is still a gap in the micro level research area between CSR and motivation. Therefore, our study aims to get a deeper understanding in the subject of how CSR activities towards different stakeholder groups affect employee motivation. In order to contribute to current research, as stated before, we have decided to change the research design compared to previous research by using a mixed-method study where we get both the perceptions from employees and managers. Moreover, we are expanding the “Grid of Values” presented by Longo et al. (2005, p. 31) by adding another important stakeholder group into the internal CSR spectrum, namely the shareholders, with their value class of maximizing profits which is derived from Mansell (2013, p. 583) who stated that that the ultimate goal for shareholders is to gain maximized profits. In addition, our study focuses on a Swedish company, with Swedish managers and employees within a company in the service sector. This is beneficial for the research subject since a study in this context never has been conducted before, which means that our study fills a gap in the current research.

3.5 THEORETICAL FRAMEWORK FOR OUR MIXED-METHOD STUDY

The first part of this study is a qualitative study where we attempt to get a deeper knowledge of the perceptions of managers on the effects of different CSR activities on employees. In order to gain a deeper understanding of the manager’s perceptions we decided to use a qualitative method for this part of our study. To do this, we have connected the concept of CSR with the theories of stakeholder theory and motivation. Freeman (2010, p. 237) explained that CSR is about balancing stakeholders interests, and those interests and stakeholder groups were defined in a contribution to stakeholder theory by Longo et al. (2005, p. 31) who divided these interests or demands into different
value classes for the most important stakeholder groups. Previous studies by Skudiene and Auruskeviciene (2012) and Khan et al. (2014) have shown this relationship through quantitative methods that CSR activities towards these stakeholder groups positively affects the motivation amongst employees of an organization. To get an even deeper understanding of this phenomena, we argue that it is important to understand the perceptions of managers regarding this issue. This was accomplished by interviewing managers in order to capture their perceptions of how CSR activities towards different stakeholder groups affects employee motivation. In order to analyze these results, we used a thematic network analysis which according to Braun and Clarke (2006, p. 86) is about dividing the material from the interviews into themes, which helps to reduce the amount of material which was gathered from the interviews. Thereby, the thematic network analysis helps to draw conclusions from the results of our interviews.

For the quantitative part of this study, we also investigated the effects of CSR on employees’ intrinsic and extrinsic motivation. To accomplish this, we have linked three different concepts in order to bridge the gap that we previously identified as the gap between CSR, stakeholder theory, and motivation. Also, we have identified the most important stakeholders and through previous studies specified the CSR activities that these stakeholder groups value the most. We have separately test how these CSR activities towards different stakeholders’ influences the intrinsic and extrinsic motivation of employees, and then compare these result with managers’ perception of CSR’s effects on the motivation of their employees. Thus, we have produced a conceptual model for our quantitative study:

Our conceptual model, figure 1, includes the three concepts, which are our three concepts from our theoretical framework; CSR, stakeholder theory, and motivation. Our conceptual model intends to solve the question of how CSR activities towards different stakeholder groups impacts intrinsic and extrinsic employee motivation. Thus one can see that the different CSR activities are presented. We present firm’s CSR activities towards
employees, shareholders, suppliers, the community, and towards customers. Each of those activities is seen as having a positive effect on both an employee’s intrinsic and extrinsic motivation, respectively. This effect is demonstrated by the arrows which connects the different CSR activities to either employee intrinsic motivation or employee extrinsic motivation.

To test our conceptual model, we have hypothesized 10 different hypotheses for each stakeholder group, five for intrinsic motivation (H1a, H2a, H3a, H4a, H5a), and five for extrinsic motivation (H1b, H2b, H3b, H4b, H5b). These hypotheses are derived from our theory chapter, where we defined stakeholder groups according to the stakeholder model provided by Longo et al. (2005, p. 31), which incorporates employees, suppliers, customers, and the community. We have also extended this model by adding another stakeholder group which is shareholders, which according to Aoki (1984, p. 62) is one of the most important stakeholder groups. Below one can see our hypotheses in table 1. The reasoning behind us predicting the positive impact of CSR in our hypotheses results from a previous study conducted by Skudine and Auruskeviciene (2012, p. 61-62) who found a relationship between CSR activities conducted towards employees, suppliers, the community, and customers as having a positive impact on employee intrinsic motivation. In addition Khan et al. (2014, p. 81), discovered that CSR activities conducted towards employees, suppliers, the community, and customers have a positive impact on employee extrinsic motivation.

**TABLE 1. HYPOTHESES**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Hypotheses</th>
</tr>
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<tbody>
<tr>
<td>H1a.</td>
<td>Firm’s CSR activities towards employees have a positive effect on intrinsic employee motivation</td>
</tr>
<tr>
<td>H1b.</td>
<td>Firm’s CSR activities towards employees have a positive effect on extrinsic employee motivation</td>
</tr>
<tr>
<td>H2a.</td>
<td>Firm’s CSR activities towards shareholders have a positive effect on intrinsic employee motivation</td>
</tr>
<tr>
<td>H2b.</td>
<td>Firm’s CSR activities towards shareholders have a positive effect on extrinsic employee motivation</td>
</tr>
<tr>
<td>H3a.</td>
<td>Firm’s CSR activities towards suppliers have a positive effect on intrinsic employee motivation</td>
</tr>
<tr>
<td>H3b.</td>
<td>Firm’s CSR activities towards suppliers have a positive effect on extrinsic employee motivation</td>
</tr>
<tr>
<td>H4a.</td>
<td>Firm’s CSR activities towards the community have a positive effect on intrinsic employee motivation</td>
</tr>
<tr>
<td>H4b.</td>
<td>Firm’s CSR activities towards the community have a positive effect on extrinsic employee motivation</td>
</tr>
</tbody>
</table>
Hypotheses H1a, H2a, H3a, H4a, and H5a were derived from how CSR activities towards these stakeholder groups would affect intrinsic motivation, which was defined by Ryan & Deci (2000, p. 56) as being in terms being interesting to a person and/or as the task giving the person satisfaction to complete the task. Hypotheses H1b, H2b, H3b, H4b, and H5b were based on how CSR activities of these stakeholder groups would affect extrinsic motivation. Extrinsic motivation is defined as an activity that someone partakes in a task in order to receive some kind of separable outcome or complete a goal separable to the outcome of the task (Amabile, 1993, p. 188; Ryan & Deci, 2000, p. 60). From this, we have formed our hypotheses; H1a regards how intrinsic motivation amongst employees are affected by CSR activities towards employees whilst H2a regards CSR activities towards shareholders affects intrinsic employee motivation. H3a regards CSR activities towards suppliers’ affects intrinsic employee motivation, H4a regards CSR activities towards the community affects intrinsic employee motivation, and H5a regards CSR activities towards the customers and its effect on intrinsic motivation. Similarly, H1b is testing how extrinsic motivation amongst employees are affected by CSR activities towards employees. H2b regards CSR activities towards shareholders affects extrinsic employee motivation, and H3b regards how CSR activities towards suppliers affects extrinsic employee motivation. H4b regards how CSR activities towards the community affects extrinsic employee motivation, and H5b regards how CSR activities towards the customers affects the extrinsic employee motivation.

We will test these hypotheses with a regression analysis to see the relationship between CSR activities towards certain stakeholder groups and intrinsic/extrinsic motivation. This choice of method is conducted in order to examine CSR’s impact on the employee's’ intrinsic and extrinsic motivation, and then compare the results with the data we have collected through our qualitative study in order to show if managers’ perceptions of CSR’s impact on employee intrinsic motivation copes with the results of our quantitative study.
4.0 PRACTICAL METHOD

In this chapter we will describe how we collected data for both our qualitative and quantitative studies. Next, we give an explanation of how data for both the qualitative and quantitative studies are analyzed. The chapter ends with a detailed description of our ethical considerations.

4.1 DATA COLLECTION

Bickman and Rog (1998, p. 23) make a distinction between two types of data which they call primary data and secondary data. The term “primary data” refers to the data that is new and collected for the specific purpose, such as a specific study (Blaikie, 2009, p. 161). In contrary, one could use and reanalyze secondary data that already has been gathered for another purpose (Blaikie, 2009, p. 161). There are many types of secondary data, including both raw data and compiled data (i.e. payroll details, copies of letters etc.) (Saunders et al., 2009, p. 256). Furthermore, secondary data can also include both quantitative and qualitative types of data, thus meaning it can be used for both descriptive and explanatory research (Saunders et al., 2009, p. 258). The most obvious main advantage may be that secondary data saves spending of resources such as time and money, as compared to primary data (Shiu et al., 2009, p. 141). As a consequence, secondary data often allows the researcher to analyze far larger data sets since it tends to be cheaper and less time-consuming (Saunders et al, 2009, p. 268). However, there are some disadvantages with the use of secondary data. A common problem is that the data has been collected for another purpose than our specific research objectives, thus meaning that it might not correlate with one’s research question (Saunders et al., 2009, p. 269-270). Moreover, in a traditional context, secondary data has even been viewed as a filler, attachment, or appendix to the formal primary research report (Shiu et al., 2009, p. 141). Furthermore, the access of secondary data might be limited or even costly, and one could argue that researchers lacks control over the quality of secondary data (Saunders et al, 2009, p. 269-271).

Before we started this study, we carefully evaluated the two options regarding our data collection. In this process, we considered the advantages and disadvantages of the methods of data collection. However, the decision was based on our problem background, our research question and the current availability and status of current data. Our reasoning is based on the nature of our study, where we want to present the results of our data collection and draw a comparison between managers’ and employees’ perceptions on CSR’s impact on employee motivation. There is, to the best of our knowledge, no previous study that collected this type of data with a focus on the managerial perspective. Thereby, our study will be conducted by gathering primary data.

We have decided to use interviews for the qualitative part where we investigate the manager's' perspective, and a questionnaire for the quantitative part where we examine the employees’ perceptions of how different CSR activities affects their intrinsic and extrinsic motivation. There exists various styles of interviews that differ (Bryman, 2008, p. 414-415), for example in-depth interviews, structured interviews, semi-structured interviews, and group interviews (Saunders, 2009, p. 318). For our qualitative study, we used a semi-structured interview form. This form of interviews starts from great themes, but the interviewee may be free to structure their answers in their own way (Bryman, 2008, p. 415). The choice of this interview form is based on what we think is important
that the interviewee may explain how they perceive and interpret certain events within the greater themes that we bring up during the interview. Moreover for our qualitative study we have used a survey, to help provide specific facts and estimates and therefore help to draw conclusions for the population as a whole (Shiu et al., 2009, p. 226). This means that a survey is more suitable in order to answer our second research question: “what is the impact of CSR activities on intrinsic and extrinsic employee motivation based on the perceptions of employees.” Finally, we believe that the employees of Sodexo are more easily accessible to our study if they participate through a questionnaire instead of other data collection methods, and therefore, we have decided to approach the employee perspective with a questionnaire.

4.2 QUALITATIVE DATA COLLECTION AND INTERVIEW GUIDE

As mentioned previously, we have chosen to use a qualitative research approach by interviewing managers at Sodexo. Interviews aid in data collection (Saunders et al., 2012, p. 372) which in our case can be relevant to our research questions and purpose. According to Patton (1980, p. 197), there are three different types of open-ended interviews one can conduct: the informational conversational interview, the general interview guide approach, and the standardized open-ended interview. We have used the general interview guide approach as we wanted to bring up general themes and specific questions but yet allow our interviewees to feel free to discuss what they wanted to discuss within our themes. Saunders et al. (2012, p. 347), refers to the different types of interviews as structured interviews, semi-structured interviews, and unstructured interviews. A semi-structured interview was most beneficial for our study as it helped us get the perspective of the different managers we interviewed. In the context of contemporary social science, a semi-structured interview is a more common type of data collection rather than participant observation which was more common in the past (Blaikie, 2009, p. 207). Further, a semi-structured interview helps to understand a specific organizational context which is related to the research topic (Saunders et al., 2009, p. 320). We think it is important to capture this context without limiting the interviewees to a set of question since our first research question is about the perceptions of the managers. Instead, we argue that it is preferable in our case to rather bring up themes and questions in order to make sure that the interviews capture the perceptions of Sodexo’s managers. Thus, we have chosen to use a semi-structured interview.

Furthermore, we used an interview guide to follow during the interview process which is helpful when conducting a semi-structured interview. An interview guide provides the interviewer with a list of predetermined questions to ask during the interview (Patton, 1980, p. 200). Our questions were based on our different concepts: CSR, stakeholder theory, and motivation. We started with asking background questions about the managers, and then we went into asking questions about our different theories and concepts, respectively, and finished by asking questions in which we combined the concepts into one question. By using an interview guide, we could go into more depth on certain topics depending on what answers the interviewees gave us, which according to Patton (1980, p. 200), is an advantage of using an interview guide. Under the confines of a semi-structured interview, one can ask some questions to all interviewees in order to get an answer from each interviewee (Saunders et al., 2012, p. 374). We have chosen to use certain questions for everyone and then depending on the how the interviewees answered our questions, we asked follow-up questions to get further in depth information about the subject. At the start of the process we came up with a list of around thirty questions. However, after careful consideration and a number of long discussions, we narrowed down our interview to having twenty-two questions. For our interview process, we flew
down to Stockholm and conducted five interviews at Sodexo’s head Sweden office. In addition to doing those five in person interviews, we conducted three telephone interviews with interviewees who could not be in Stockholm at the same time that we were there.

4.2.1 QUALITATIVE SAMPLING TECHNIQUE AND ACCESS
Based on our first research question: “how do managers perceive the impact of CSR activities on intrinsic and extrinsic employee motivation?” we were able to choose what kind of sample would be most appropriate for our study. A researcher’s research question should determine what kind of sample is most appropriate (Patton, 1980, p. 100). In choosing a sample to interview, it is not always appropriate to use a random sample, thus a non-random sampling technique can be used (Saunders et al., 2012, p. 281). Sometimes it is necessary to interview specific people who can help answer a research question (Saunders et al., 2012, p. 281-283). Our contact at Sodexo helped us to find 8 managers who we could interview. We are not interested in making statistical generalizations for the qualitative part of our study, therefore according to Guest et al. (2006, p. 61) a non-random sample is appropriate. A critical sampling design is used when a sample is essential for the assessment of our research question (Bickman & Rog, 1998, p. 105). A further explanation of why we chose to use critical sampling is that we needed to interview managers at Sodexo in order to answer our research question. By interviewing managers at Sodexo we could gain insights into how they perceive the effect CSR has on their employees’ motivation. A random sample with random managers would not have been useful for this degree project. We needed managers who worked at a company where CSR is important. Lastly, we used managers from the same company as the respondents we used in our survey in order to fulfill the purpose of our mixed-method study.

One needs an appropriate strategy in order to gain access to the information needed in order to collect data (Bryman & Bell, 2001, p. 277). We were able to gain access to Sodexo because one of us has had previous work experience at the company. This familiarity with the organization helped us gain entry into the organization. Familiarity is a way one can gain access to an organization (Saunders et al., 2012, p. 219). However, both of us needed to be familiar with the organization so we had to acquaint ourselves with Sodexo to prove to Sodexo we were knowledgeable and that our study could help them as well. We presented our original research proposal to see if Sodexo would be willing to help us. After they agreed to help us we started working on our degree project and then we contacted them again to ask when it would be best for them to conduct interviews with us. It was important that we gave ourselves sufficient time to make contact with the organization because as Saunders et al. (2012, p. 218) states, it is important to give oneself sufficient time when contacting an organization.

4.2.2 CONDUCTING THE INTERVIEWS
As one can see, in table 2, we made a table of our different interviews, including how long the interview was, and where the interview took place. We carefully chose and made certain that all interviewees were managers at Sodexo, making them suitable for helping us answer our research question. Thus, all interviewees fulfilled our criteria of being managers. The second way in which we chose who to interview was to ensure that we interviewed a variety of different managers within Sodexo. Our interviewees were from HR, communications, the restaurant segment, the sports and leisure segment branch, and sales managers. Some managers worked at the headquarters while some worked on site. Also, we had managers who managed site managers and managers who managed lower level employees. We wanted a variety of different managers to interview in order to
understand more about the company as a whole. To begin the interview process, we gave them background information about the purpose of our study and let them know that we would not seek any confidential information and that they would remain anonymous if they would like. Letting the interviewees know that we would not seek confidential information is in line with what Saunders et al. (2012, p. 389), who states that if interviewees can remain anonymous they will be more relaxed. As several of the interviewees wanted to remain anonymous and the use of anyone’s name would not add value, we refer to the interviewees as interviewee and then a given number for that interviewee.

**TABLE 2. INTERVIEWEES**

<table>
<thead>
<tr>
<th>Name/number of interviewee</th>
<th>Length of interview</th>
<th>Place of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>respondent 1</td>
<td>45 minutes 12 seconds</td>
<td>telephone interview</td>
</tr>
<tr>
<td>respondent 2</td>
<td>48 minutes 15 seconds</td>
<td>Stockholm</td>
</tr>
<tr>
<td>respondent 3</td>
<td>36 minutes 59 seconds</td>
<td>Stockholm</td>
</tr>
<tr>
<td>respondent 4</td>
<td>64 minutes 56 seconds</td>
<td>Stockholm</td>
</tr>
<tr>
<td>respondent 5</td>
<td>42 minutes 51 seconds</td>
<td>Stockholm</td>
</tr>
<tr>
<td>respondent 6</td>
<td>34 minutes 27 seconds</td>
<td>telephone interview</td>
</tr>
<tr>
<td>respondent 7</td>
<td>33 minutes 42 seconds</td>
<td>telephone interview</td>
</tr>
<tr>
<td>respondent 8</td>
<td>54 minutes 47 seconds</td>
<td>Stockholm</td>
</tr>
</tbody>
</table>

Data saturation is something that occurs when one gets to a point where no new information is being obtained (Saunders et al., 2012, p. 283). Saturation has become a sort of gold standard in evaluating appropriate sample sizes (Guest et al., 2006, p. 60). It is difficult to know whether or not six or thirteen interviews are the right amount (Guest et al., 2006, p. 65). We discovered for the purpose of our degree project that it was enough with our eight interviews. After those eight interviews, data saturation occurred, thus we would not get any new information from additional interviews.

4.2.2 TRANSCRIBING

Collecting data is a core activity of any research project (Blaikie, 2009, p. 24), thus meaning that the data we receive from conducting our interviews is useful and important information. As a result, it is very useful for us to transcribe the interviews. Transcribing is another way of saying that one writes down everything that was said in the interviews (Saunders et al., 2012, p. 550). The transcriptions are the written words from the interviews which we recorded with a recording device. We only listened and asked questions during the interview, meaning that we transcribed everything after the interview so that we could pay more attention to what the interviewees were saying during the interview. This is in alignment with what Bryman and Bell (2011, p. 482) when they discuss that transcribing after the interview helps one pay attention more during the interview process. As a process, transcribing is very time consuming (Saunders et al., 2012, p. 550), however it was necessary and helped to give us a wealth of information. Lastly, the transcriptions helped make the analyzing of the data we found easier.
4.3 QUALITATIVE ANALYSIS

A qualitative data analysis can be conducted in different ways depending on whether one uses a deductive or inductive research approach (Saunders et al., 2012, p. 556). As discussed in the scientific methodology chapter of this study, we have used a deductive research approach in this degree project where we had a clear theoretical position developed prior to the collection of data. Thus, before starting our qualitative analysis we studied findings from prior research. The first thing one should do when analyzing information is to put the information into different categories (Blaikie, 2009, p. 211). By putting information into different categories, we conducted a thematic analysis. There is still no clear way of how to conduct a thematic analysis (Attride-Stirling, 2001, p. 386). However, there is a consensus that conducting a thematic analysis should be done in six steps or phases (Attride-Stirling, 2001, p. 391; Braun & Clarke, 2006, p. 86).

Phase one of a thematic analysis involves familiarizing oneself with the data, while the second phase involves coding the data (Braun & Clarke, 2006, p. 87-86). This was done by reading through transcripts and grouping responses into fewer words which accurately described what each statement represented. Next, one looks through the coded material in order to discover themes (Braun & Clarke, 2006, p. 89). By coding the data we were able to identify different possible themes. Phase four involves organizing the themes created in phase three; this involves refining the themes and discarding some themes which prove to be irrelevant (Braun & Clarke, 2006, p. 91). After this step we could see what themes we were going to use which best represented our data. Phase five requires the researcher to define and name the different themes, while the sixth and final phase involves the researcher comparing the results to what previous literature has said about the topic (Braun & Clarke, 2006, p. 92-93). During phase five, we were able to create our final themes. Our comparison of our results to the previous literature, phase six, comes from our deductive approach to see if our results do in fact match the theory we started with. In appendix 2 we have provided a summary of our themes. In the section entitled qualitative analysis and discussion we will go into more depth about our themes.

4.4 QUANTITATIVE DATA COLLECTION

For the quantitative part of this study, we distributed a questionnaire among the employees of Sodexo. Questionnaires help gain information about the opinion of a large group of people (Fowler, 2009, p. 2). The term questionnaire refers to those situations where the respondent commits themselves to answer a set of closed questions in a specific pre-arranged order (Bryman, 2008, p. 227; Saunders et al., 2009, p. 360). Bryman (2008, 229-230), emphasizes both pros and cons of conducting the data collection of a study through surveys. As pros, Bryman (2008, p. 228-229) highlights that surveys normally are easy and cheap to distribute to a large sample, and that an interviewer cannot influence the respondents. However, the nature of surveys implies that the possibilities of helping the respondents or asking follow-up questions are eliminated (Bryman, 2008, p. 229). A survey can be distributed in many ways, but probably the most common way is that the survey is distributed by mail (Bryman, 2008, p. 227-228).

According to the definition of questionnaires above, the term questionnaire also includes techniques of data collection such as structured interviews or telephone questionnaires (Saunders et al., 2009, p. 360). There are many advantages to this form of data collection. For example, the interviewer may encourage and assist the respondent and reply to the respondent’s questions. Also, there is no interviewer variable, the survey will be the same for all people taking it and we as researchers cannot influence them in any way (Bryman
Another implication of this data collection method is that the response rates tend to be high, as compared to surveys for example (Saunders et al., p. 365). A standardized measurement is a result of sending out a survey, where it is easy to compare and analyze responses (Fowler, 2009, p. 3). However, while using this method, the data collection tends to consume more resources, which is mainly manifested by that the data collection takes considerably longer time compared to some other methods (Saunders et al., 2009, p. 365). Surveys are much cheaper than conducting interviews because one does not need to travel and one can administer the survey over a wide geographic area (Bryman & Bell, 2011, p. 232).

Apart from structured interviews and postal questionnaires, there is some other forms of quantitative data collection that exists. Saunders et al. (2009, p. 364) provides some forms, such as internet- and intranet-mediated, delivery and collection, telephone. For our study, a survey will be distributed electronically via email among Sodexo-employees. This is primarily based on convenience since it facilitates the handling of the questionnaires, saves costs and is more time efficient. Sodexo has agreed to help us distribute the survey among their employees. Also, online survey helps researchers avoid time and delivery problems if one was to distribute the survey by mail (Saunders et al., 2009, p. 365)

### 4.4.1 SURVEY CONSTRUCTION

Saunders et al. (2009, p. 371) explains that the validity and reliability of the data collected depends on the design of the question of our questionnaire. This puts pressure on the design of the questionnaire since a valid questionnaire enables the collection of accurate data.

An important part of our analysis is the development of constructs. Our survey is based on seven different constructs that will be tested. Developing constructs helps in identifying the subjective property in which sets of data should be collected (Shiu et al., 2009, p. 380). Our constructs are extrinsic motivation, intrinsic motivation, CSR activities related to employees, CSR activities related towards suppliers, CSR activities related towards the community, CSR activities related towards customers, and CSR activities related towards shareholders. We were able to group our questions into these different constructs to make it so that all questions within a construct represent the same thing.

Our questionnaire began with some demographic questions, such as gender, age, how long they have been in the company, and what department they worked in. The rest of the items were measured by rating questions since we wanted to understand the opinions of the employees. Rating questions are useful and often used when collecting opinion data (Saunders et al., 2009, p. 378). The most common way to use rating question is by using the Likert scale rating method, where respondents are asked how strongly they agree or disagree with a number of statements (Saunders et al., 2009, p. 378). For our study, we used a Likert scale ranging from 1-6, where 1 = strongly disagree, 2=disagree, 3=somewhat disagree, 4=somewhat agree, 5=agree, and 6 = strongly agree. Our decision to use a scale with an even number was to encourage the respondents to take a stand.

Two keys in writing good questions for a questionnaire are to think about the point of view of the respondent and avoid being unclear (Neuman, 1997, p. 233). Saunders et al. (2009, p. 374) present three ways of how one could design individual questions for a questionnaire, namely by either adopting questions used in other questionnaires, adapting questions used in other questionnaires, or developing our own questions for our survey.
In the case of our study, we have used all three ways of designing questions. Adopting or adapting questions is often necessary if one wants to compare their findings with another study, which often allows reliability to be assessed (Saunders et al., 2009, p. 374). Therefore, we used the same questions that were used by Skudiene and Auruskeviciene (2012) and Khan et al. (2014). Moreover, the questionnaire must be understandable for the respondents (Saunders et al., 2009, p. 371). In this degree project, we used all three ways to design questions. For the most part, we tried to adopt questions from previous research for our questionnaire. However, sometimes, they were not logical or understandable in the context of Sodexo, thus meaning that we had to adapt the questions in order to fit our study.

A total of seven constructs were used in the questionnaire, most of them derived from previous research. The first construct extrinsic motivation was derived from Güngör (2011, p. 1519). Our questions for intrinsic motivation were derived from two articles, namely Güngör (2011, p. 1519) and Skudiene and Auruskeviciene (2012, p. 58). Items regarding internal CSR and activities towards employees were taken from Khan et al., (2014, p. 77-79). All items regarding external CSR, for example activities towards suppliers, activities towards customers, and activities towards the community were gathered from both Skudiene and Auruskeviciene (2012, p. 58) and from Khan et al., (2014, p. 77-79). The last construct was CSR activities towards shareholders, which to the best of our knowledge has never been investigated from how it affects employee motivation, which made it impossible to find previous studies providing individual questions for our questionnaire. Thus, we developed our own questions for this particular construct. Our development of the questions was done by looking at the studies by Skudiene and Auruskeviciene (2012) and Khan et al. (2014) for inspiration, but in terms of shareholders.

4.4.2 QUANTITATIVE SAMPLING TECHNIQUE

According to Saunders et al. (2009, p. 213), there are two main techniques available when sampling, namely probability sampling and nonprobability sampling. Probability sampling implies that each case in the population has the same chance to being selected for the sample, whilst non-probability sampling means the opposite (Saunders et al., 2009, p. 213). Sampling techniques are useful for many reasons, for example it is more manageable, less costly, and less time consuming to survey a part of a population instead of the entire population (Neuman, 1997, p. 201). In the case of our study, we expressed our research question and purpose to the communication director of Sodexo whilst asking for their help to electronically distribute a survey. We followed the communication directors’ advice regarding the sampling by distributing our survey to the three biggest Sodexo offices in Sweden, which are located in Västberga (Stockholm), Hallonbergen (Stockholm), and Göteborg (Gothenburg), and thus, we used a convenience sampling technique. The convenience sampling technique is a non-probability sampling technique which is used for the convenience of the researcher (Farrokhi, 2012, p. 784). This implies that the researcher uses a convenience sample in order to obtain relevant information from a sample that is easily available, it is selected because of the availability to the researcher (Bryman & Bell, 2011, p. 190-191). This was a necessity in our case since the whole population were not available for us, which means that a convenience sampling technique was a necessity even though it negatively impacts the generalization of the study.

All the respondents were employees of Sodexo Sweden, which means that they should be aware of the themes we brought up in our survey. The survey was distributed to all the employees of these three offices, which means that it was distributed to approximately
450 employees. Before launching the questionnaire, it was pre-tested on three different persons, two students, and one employee of Sodexo.

A total of ca 450 people received the questionnaire on March 27, 2015. The questionnaire was open till April 11, 2015. During this time, the communication manager of Sodexo helped us to send out two reminders in order to increase the number of respondents on our survey. According to Bryman & Bell (2011, p. 189), it is necessary to calculate response rates since some people of the sample will refuse to take the survey. The response rate should be calculated by: (the number of usable questionnaires / (total sample – unsuitable or uncontactable members of the sample)). This gives us a response rate of 118/ 450 = 26 %. However, Saunders et al. (2012, p. 268) argues that one can exclude individuals that did not open the email containing the questionnaire. Since our survey was distributed by the communication director of Sodexo, we cannot know how many of the respondents that actually opened this email, but it is likely that this way of calculating the response rate would yield a higher response rate.

### 4.5 Quantitative Data Analysis

In order to analyze our data, we needed to put the results of our Google Forum survey into an excel file. Google allows users to export the survey data directly into a Google Excel Sheet. Therefore, the next step was to simply transfer the Google Excel Sheet into a Microsoft Office Excel Sheet so that we could then import the data into SPSS. SPSS is a Windows statistical software which helps in making quantitative data analysis simple (Saunders et al., 2009, p. 415).

#### 4.5.1 Cronbach’s Alpha

Researchers have to account for a number of threats to the validity of a study (Blaikie, 2010, p. 168). Validity is a term that is used “to describe the relationship between an answer and some measure of the true score” (Fowler, 2009, p. 15). In this degree project we use Cronbach’s alpha in order to assess the validity of our quantitative data. In social sciences, Cronbach’s alpha is one of the most used reliability measures used by researchers (Bonnet & Wright, 2015, p. 3). The measure can be defined as “the reliability of a sum (or average) of q measurements where the q measurements may represent q raters, occasions, alternative forms, or questionnaire/test items” (Bonnet & Wright, 2015, p. 3). According to many, an alpha coefficient needs greater than 0.7 in order to be valid, however this is not actually the case (Bonnet & Wright, 2015, p. 4). According to Moss et al. (1998, p. 178), in general Cronbach’s alpha at the 0.6 level and in some cases even lower can be considered acceptable. Bonnet and Wright (2015, p. 4) conclude that the minimum Cronbach’s alpha depends on the use of the statistic, therefore the reliability of the population is what needs to be measured. To find out the reliability of our population is not possible for us so we will consider values that are greater than .6 to be reliable.

#### 4.5.2 Descriptive Statistics

Another analysis we are using in our quantitative data analysis is descriptive statistics. The use of descriptive statistics allow us to compare and describe different variables numerically (Saunders et al., 2009, p. 444). In order to display our descriptive statistics we have used various tabular and graphical diagrams in order to present our results. According to Adams et al. (2007, p. 171), tabular and graphical diagrams are two ways in which one can present data. Saunders et al. (2009, p. 444) describes statistical measures such as mode, median, and mean as helping determine the central tendency. The use of the mean is the most common descriptive statistic that we use in this degree project. A
mean or average is discovered when one adds up all numbers and then divide by the total number of numbers used (Adams et al., 2007, p. 174). The mode is the choice that occurs most and median is the middle value (Saunders et al., 2009, p. 444). In the case of missing data, we have substituted the missing value with the mean for the particular question that was unanswered. Another important descriptive statistic that we used in this degree project is standard deviation. Standard deviation is referred to as dispersion measures which means that it is used in order to describe how data is dispersed or spread out (Saunders et al., 2009, p. 447).

Moreover, we also used the Pearson correlation analysis which is another descriptive statistic. The Pearson correlation coefficient is a statistical measure which shows the strength of a linear relationship between two variables (Shiu et al., 2009, p. 554). The Pearson correlation coefficient varies between -1 and 1, meaning that a higher correlation coefficient represents a strong association between two variables (Shiu et al., 2009, p. 554). Whether the correlation coefficient is positive or negative depends on the relationship between the two variables tested. This is derived from if there is a negative correlation between Y and X, that means that an increase in value of Y are associated with decreases in the value of X, and the opposite also hold true (Shiu et al., 2009, p. 554).

4.5.3 MULTIPLE REGRESSION ANALYSIS

In order to analyze the relationship between our independent variables (CSR activities towards shareholder, CSR activities towards customers, CSR activities towards employees, CSR activities towards the community, and CSR activities towards consumers), and our dependent variables (intrinsic employee motivation and extrinsic employee motivation), we used multiple regression analysis. The statistical tool of regression analysis assumes a straight line predictive relationship between the dependent and independent variables of a study (Shiu et al., 2009, p. 565). The model for multiple regression analysis is \( Y = \beta_0 + \beta_1 X_1 + \ldots + \beta_m X_m + \xi \) (Adams et al., 2007, p. 171), where the \( y \) is the dependent variable, \( \beta_0 \) is the intercept, \( \beta_n \) is the slope, \( X_n \) is the independent variable and \( \xi \) represent the error for the prediction (Shiu et al., 2009, p. 565). The coefficient of determination, \( R^2 \)-square is usable as a measure of how good predictor the regression equation is likely to be (Saunders et al., 2009, p. 463). The \( R^2 \)-square can have a value between 0-1, meaning that if the equation is a perfect predictor, it gets the value of 1, but if the equation predicts none of the variation, the coefficient will be 0 (Saunders et al., 2009, p. 463). This implies that the coefficient of determination should be as high as possible, preferably equal to 1. In the case of our study, the use of multiple regression analysis functioned as a tool to help us see if the relationships studied in our study are significant or not.

4.6 ETHICAL CONSIDERATIONS

Our study contains many important issues that are relevant in today’s society, such as inclusion and diversity, sustainability, and CSR, which makes it highly relevant for us to discuss the societal and ethical considerations of our study. When conducting research, different situations can lead to both ethical and unethical dilemmas to occur when carrying through the process of conducting the study (Saunders et al., 2009, p. 27). Generally, ethical issues in research are no different from ethical issues in other interactions of human beings, they are based on respect, that no one will get hurt, and a transparent information flow (Oliver, 2003, p. 22). More specific ethical issues in research are normally occurring during the interaction of three key groups of a study, namely the research provider, the research user, interviewees and the respondents (Saunders et al.,
We argue that the very nature of this interaction implies that we can only control what we do as research providers. It is important to produce a study in an ethical way due to pressures, norms, and ethical standards that forms principles of how research should be conducted (Neuman, 1997, p. 444). According to Neuman (1997, p. 444), researchers that are doing unethical research are risking to face humiliation and even legal actions, which makes it important to adopt an ethical code of conduct during the research process. This makes it important for us to produce a study in an ethical way, partly because we do not want to face humiliation or legal actions, but also because we care about the key groups of our study, namely the respondents, the interviewees, the potential users of our research, and other potential stakeholders. Saunders et al. (2009, p. 28) describes that there are some unethical activities that are sometimes carried out by the research provider. For example, Saunders et al. (2009, p. 29) mentions that research providers sometimes create respondent or interviewee abuse, for example by forwarding their names or demographics. In our case, we have been careful to not present any sensitive information about the respondents or interviewees of our questionnaire or interviews. Bryman and Bell (2011, p. 128-129) refer to this as harm to participants which includes physical harm, harm to a participant's development of self-esteem, stress, and harm to future employment opportunities. Moreover, the collection of data was only used in order to fulfil the purpose of the study. All respondents and interviewees were given the information that they would be anonymous, and that it would be impossible to track their identity from the answers they gave since we were using a confidential procedure when presenting the data. During the interviews, we also asked the interviewees if they approved if we recorded the interview sessions, and they all had the option to maintain anonymous throughout our study. We also gave the respondents and interviewees sufficient information regarding the study so that they would get a fair chance to, on good premises, make the decision of whether they consented or not to participate in our study. We ensured that we provided all of this information because as Bryman and Bell (2011, p. 132-133) discuss, a huge ethical issue is not informing the respondents or interviewees of everything they need to know. One of the most difficult tasks in informing participants of all the information they need to know is that there is a lot of information to know (Bryman and Bell, 2011, p. 133). We tried to combat this problem by writing down the information we were going to say to ensure each participant of our interviews would hear the exact same information.

Another unethical activity that sometimes is conducted by researchers is data falsification, for example by asking friends or relatives to fill in the survey, or manipulating the interviewees, falsifying data, duplicating response data, or manipulating the data structures inappropriately (Saunders et al., 2009, p. 29). In the case of our study, we tried to avoid such unethical actions, meaning that we only asked people from the sample to fill in our survey and we were not pressuring people of the sample to participate. Moreover, we consider that the data that we present has not been manipulated or falsified in any inappropriate way or manner. We would rather say that we tried to be as honest, transparent, and as objective as possible in the way we conducted our study.
5.0 QUALITATIVE EMPIRICAL FINDINGS AND ANALYSIS

In this chapter the empirical findings from the qualitative study are presented. We start with stating what different interviewees said within the different themes. We start with CSR, then move on to stakeholder theory, and finally we finish with motivation. After we present what the interviewees have said we will analyze the data with the theories that were described in the theoretical framework chapter.

5.1 CORPORATE SOCIAL RESPONSIBILITY (CSR)

When asking what CSR means to the different managers of Sodexo, many interviewees brought up the environment and the employees. One interviewee, interviewee (3) summarized by stating “I would say that there is one part that is more HR related, regards to employees having, like in Sweden, having collective agreements, or in other countries following the labor laws. And the other part is more about environmental issues.” Interviewee (8) was not familiar to CSR as a concept, and would rather refer to it as sustainability, and defined it as “lot of focus in environment and development of business and of the people that are working.” Another manager, interviewee (1) specified CSR clearly from a Sodexo perspective by referring to Sodexo’s CSR program, the better tomorrow plan, by defining it as “this plan is actually a big plan comprising of four different elements. It is diversity and inclusion. Meaning that how Sodexo is taking the responsibility of being a good employer. So that is the first. Second is environment, so the footprint in the field, depending on services we are providing. The third part is health and wellness. The meals and the food that we are providing to the society. And of course is our local commitment to the market we are placed.” Others took a stakeholder focus when they described what CSR means to them. Interviewee (4) explained; “for me it covers everything from how we act against employees, how we do in different social communities, it’s about clients, it’s about suppliers, and it’s about the environment.” Another interviewee, interviewee (7) lifted employees as the most important focus of CSR, by stating “First of all to make to take care of and be responsible for our employees to be sure that our employees have the right situation within the company. All from how they are working, how they are employed, how we work with pieces from different backgrounds, both ethical and it can be geographical, sex and so on...on the other hand...CSR is how we act on the market with our clients to be sure that they take our responsibility for the environment and for the working environment for our employees and also environmental for our clients.”

Others lifted the commercial perspective of CSR, for example interviewee (2) lifted examples of how CSR might help employer branding and emphasized the importance of communicating the CSR activities of the firm. Interviewee (5) was more critical to the concept and described CSR as “in the market it’s quite worn out, it’s an expression that many companies use just to hide their brand.”

When asking managers how they incorporate CSR in the day-to-day work, answers were more diverse. However, almost every manager lifted inclusion and diversity as a way of how they incorporate CSR to their daily work. Interviewee (1) explained: “we have today the diversity and inclusion which stands on five pillars which are gender equality, ethnicity, its generation, people with disabilities and sexual HBTQ.” Many managers also talked about their contribution to the local society, for example by helping Stadsmissonen. Interviewee (6) explained: “we are working with Stadsmissonen here in [City], and I think we are the only ones here in [this city] that do things with Stadsmissonen.” The same interviewee also lifted examples of how they recruit people
who are outside the labor market. Others talked about waste reduction, where an interviewee specified the waste management systems for his business segment by mentioning avoidance of bad chemicals, using vehicles with a low environmental impact, as examples. The same interviewee also mentioned how they try to develop their staff. Another interviewee, interviewee (7) brought the issue of putting pressures on suppliers as a CSR activity in the daily work by stating “We don’t try to get the lowest price at all times. We are trying to talk about another dimension called the best price because we know in this organization we have a lot of demands that we put up and, I mean it goes from, for example, every supplier needs to sign our code of conduct. So that it is the bottom line, if they don’t agree on that, they cannot be a supplier to Sodexo.” Interviewee (2) brought up the importance of communicating the CSR activities conducted by Sodexo by saying “We try to make [CSR] visible for our employees, and also our customers. And that’s moral things that we are doing all the time. But, in my, what I’m doing in my daily work, that’s more like talking about what we are doing.”

Interviewees had a hard time to answer how they incorporated CSR in the strategic work. On the question “do you incorporate CSR in your strategic work?” Interviewee (2) explained that the strategic work sets the agenda for the day-day work by saying “in the strategic work, we have decided what to do.” Interviewee (1) mentioned that the strategic work is based on following the ethical principles of the company, which are expressed from the better tomorrow plan. Another explained branding as a way to incorporate CSR in the strategic work. The last manager, interviewee (5) answered that they incorporate CSR in the strategic work emphasized the diversity in recruitment of new personnel by saying “In a strategic view, in my job that’s with the employees. I really think about diversity. That’s strategic I think, looking forward, what do I want in 5 years or 3 years.”

5.2 STAKEHOLDERS

When asked about the most important stakeholder groups for Sodexo in general, interviewees were rather consistent for some stakeholder groups, while other groups were only mentioned by a few interviewees. In general, we could see that consumers, clients and employees are regarded as the most important stakeholder groups. However, some of the interviewees lifted other stakeholder groups than their colleagues. Interviewee (2) said “of course we have other stakeholders like newspapers, journalists and so on. Because we are a big company, we are running governmentally funded business, like seniors business, school business and healthcare business. So that real important that we try to being bang for the buck.” Another manager, interviewee (4) mentioned suppliers as being an important stakeholder group for Sodexo. Others lifted the owners and unions as an important stakeholder group, for example interviewee (8) answered “of course it’s the owners, and of course the employees are a huge part of it. And then the customers of course. But also quite strong involvement from the unions, there a lot of unions represented in Sodexo.”

In response to the question regarding what activities the interviewees saw as the most important CSR activities to their stakeholders, managers of Sodexo gave us similar answers. In general, almost all managers mentioned communication as one of the most important CSR activities, where they emphasized the importance of communicating the activities conducted by Sodexo. These activities that Sodexo communicates varies, but there were a few activities that many interviewees mentioned. One of these is the stop hunger program which were heavily emphasized as an important activity, which is a part of the CSR program the better tomorrow plan. In the case of Sodexo Sweden, this has been expressed through their work of helping Stadsmissionen, and many interviewees
mentioned this. Interviewee (7) explained: “we are working with the stop hunger in and within our case Stadsmissionen in south of Sweden. We have activities throughout the year where we act as provider of food staff to their restaurant how we help homeless people to get a decent meal.” Others gave different perceptions of what were the most important CSR activities directed to Sodexo’s key stakeholders. Interviewee (1) mentioned understanding customers by saying: “we have to understand both customers and their behavior and what they think and what they like, and what they don’t like. We also understand that the clients really listens more and more to the consumers because they have to, because they have an enormous impact on and importance because, for example with social media.” Another interviewee, interviewee (4) mentioned supply chain management as an important CSR activity towards stakeholders by saying “you can also from a supply management point of view the better tomorrow plan is very clear and understandable.”

On the question on which stakeholders the CSR programs of Sodexo focus on, we received different answers from the different interviewees. Many interviewees mentioned employees. One interviewee explained why their CSR program focused on employees according to interviewee (4): “First of all our employees are our biggest asset in the company and we are a multicultural organization and we live in all continents in and around the world and it’s very interesting to see how we incorporate different types of social levels also different types of cultures we are really a multi-cultural organization also in daily life.” Others took customer and client perspective, for example interviewee (2) said: “the better tomorrow plan is also very good example to existing and new customers, of why they should chose us, among other facility services companies. Because we make a difference, because we are doing this, and this, and that. But I think that the most important thing is to make, trying to make our people proud of what they do every day. So they can make a better work and get good results for our customers.” Another interviewee, interviewee (1) replied “It is really the consumers. So that we can provide a good product to the end consumer. And the clients, of course the clients have to understand that really we stand for good solutions, and that we are in the front of the business and of what they can find in the marketplace.”

On the question regarding how managers thought that CSR activities affected employees, we received a variety of answers. Interviewee (1) discussed about giving managers some responsibility in the process of communicating CSR to consumers; “we have started a diversity and inclusion network for Sweden. And that creates of course ambassadors more than the steering committee and the directors so to say. It start with the managers. So this really creates a grass root network that is really powerful. We see also that we create activity plans that are convey to all our cities. Meaning that, on the sites communicating to consumers, they get the tools to be able to talk about this.” Others talked about diversity and how it affected the employees. One interviewee explained “I think not only to perform better I also think that they are more ...what do you say it’s easy for them to get a job outside Sodexo since they have this experience. So if from that perspective I think it’s good if we have employees from Sodexo leaving the company and spreading the word so but I definitely think that it’s if you have an internship coming into the company it is usually a different person with a different angle and for us of those who have been working in the company for a couple of years and even if you are a cleaner or working in the restaurant or where it is an injection of positive energy.” Another interviewee, interviewee (5) talked about how CSR increases the engagement amongst employees, and it makes them more proud. Another interviewee, interviewee (6) saw CSR activities as a
big motivator for employees, who expressed this by saying “In a way I was thinking that the environmental issues that could be helpful of course affects all of the staff and that is a big motivator because they get education that not everyone gets and also when we are talking about the employees, there are so many different kinds of employees, now I am talking about the people actually doing the job on the floor and I think that is a great way to get education, but education is a great way to help you in everyday life. And for me as a manager I think it’s also a motivator with both the environment and for me as a woman of course it is a big issue to be working at Sodexo and I think I have many times being shown that it actually matters and that I get extra stimulation for being a woman.”

On the questions where we asked about how activities towards different stakeholder groups affects employee motivation, answers where rather diverse. Most of the interviewees thought that CSR activities directed to shareholders were uninteresting for the employees. However, one interviewee's opinion was different from the others, by claiming that CSR activities towards shareholders did affect employee motivation. In general, most interviewees agreed that activities towards community positively affected employee motivation. However, interviewee (2) differed by saying that “I would be glad to say yes, but I don’t think so. I think you have to go a district manager or someone like me to be proud of being a good partner in the society. Because that is something that you say or something that you may feel, but it is hard to make an implication in your daily work when you are cleaning beds.” Answers regarding activities towards suppliers also differed, where some thought it mattered, while some said it did not. Furthermore, most managers were rather consistent that activities towards customers affected employee motivation.

5.3 MOTIVATION

When asking the different managers how they motivate their employees we received different responses but most noted that they were empowering their employees. Interviewee (4) said: “I motivate by having an open minded relationship. If and when I delegate, I do it 100%. So, it’s about trust and belief actual. [The employees] should always be able to come back and discuss. Mostly it’s about discussing when we have something we need to work on or workshop around and then of course it is integration.” Similarly, interviewee (7) said “I’m trying to be quite clear about our missions, what we are trying to do and I try to involve them in decision making so it’s it not decision taking by me but I try to involve them, I try to. I think that can motivate them.” Another answer that we received from several different interviewees was showing appreciation. Interviewee (6) stated “they that are directly beneath me are restaurant managers and for me it seeing them talking to them appreciating what they do, just being there. Never forget a birthday or things like this that actually care about them, listen and help them when they need help, I think I also try to get them to take their own decisions, push them forward. Then often I say or I say how would you like to deal with it and then when they answer me I say okay do it like that, try and then we see what happens. And instead of delivering the answer and I think that is a way of motivating people, that they can actually have those things for themselves and have the freedom to do.” Also, interviewee (2) included empowering and appreciation in their answer by saying: “I’m trying to make it possible for my district managers to do a good work. Helping them out in the ways I can do. That is the most important things. On the other hand, the district managers, their most important work is to [motivate] their site managers, and all the employees make a good work. So it’s very much about knowing what the people are doing. My people, what all my people are doing. And trying to support in a way where you highlight when people are doing things. Make people visible.”
Our second motivation question in relation to employees was what kind of working environment Sodexo provides for their employees. There were two different ways in which this question was interpreted. The first, was in the sense of safe working conditions while the second was of an open working environment. First, in relation to how Sodexo provides employees with a safe working environment, interviewees discussed reducing risks and reporting accidents. Interviewee (2) said: “They have to make reports about something, if things are wrong, accidents that happen. That we can make difference so that accidents don’t happen again. But we have to rely on all our personnel.” While interviewee (1) added: “that’s part of the also being a good employer. We [are] really work hard with reducing risks, reducing incidents and so we are doing that with we work in the Nordics in the same way so we have created themes and presentations to all our managers so they can work with this in to all fields and sites and we have done it in different languages.” Lastly interviewee (8) stated: “Well of course, all leaders, all supervisors goes through this work environment training, so you know what the rules are, and how to think regarding that. We are also having those working environment committee at each site where we have members from the staff and from the management that are looking at it. And the union. Looking at those issues that can be, dangerous at work of course, and how to change them in some way.”

Other interviewees heard working environment and thought about not safe working conditions but allowing their employees to work how they please. For example, interviewee (4) said: “We are able to work from home and we have a great acceptance for if you have a sick child for example, you have the ability to be home and do your job from home we accept to do that. So, I mean we thinking about not the time when you sit on a chair at your office, we [are] thinking about what we produce and that is I think in how company is lived today and in which environment we are and how complex living can be today.” Similarly interviewee (5) stated: “yeah, we talk about it both the working environment and I do not expect the people to be on their table all the time, they are working very free, they can be wherever they want and for them it is very positive from a working environment view. I don’t really care if I see them or know where they are, as long as they do their work. They can choose their environment that suits them best.”

Another answer that was given about the working environment was from interviewee (8) who said: “it’s a place where a lot of things happen, of course (talking about where they work) they are working 2, 3 or 4 people in the same team. Also they are part of a shift, that’s about 20 people. So every day you come, those 20 people will be there, and then you have your own team. So that that’s one the things, also.” This last response is in response to more blue collar workers who have to work on site. Providing a good working environment for them at work helps motivate them.

We asked if they are encouraging a healthy working environment. Most interviewees tried to encourage a healthy environment, interviewee (1) responded with “oh yes, we are doing more like a race for some here at the office at Västberga and a health race so it’s not only to run a lot or to do a lot of sports but it is actually to eat and sleep your 7 hours a night, take the stairs instead of the elevator and eat healthy. We are providing as well for the children we have healthy solutions we also have that for our people and our staff.”

Another question we asked was how Sodexo provides employees with the opportunity to grow within Sodexo. The most common answers involved discussing development plans with each individual employees as well as advertising new positions within Sodexo.
Sweden or even abroad. Interviewee (4) stated: “advertising on our intranet for job positions both in Sweden and around the world. So that’s one opportunity you have and then we have development plans for which we have continuously every year we do a plan for each employee. So discussing for example training sessions also of course from an employee point of view where you want to go, so we are asked questions around can we think about going abroad working in the company for example in another department or in operations or wherever, so I would say that we ask ourselves these questions every year to get hold on what the employee has on his or hers agenda actually and try to plan activities that support that.” Similarly, interviewee (3) added: “a lot of opportunities for the one who shows, that they want to and that they have the ability. A lot of managers have been recruited from within, by working their way up from scratch. Like all big companies, we have the talent and succession planning. We have mentor programs and leadership training.” Interviewee (2) added more about training programs within Sodexo: “What I can do as a certain leader for my staff is to make suitable trainings or courses and so on. To make them be able to grow. That is what, and recognize for future jobs. And talk about what is happening in the company, what is coming up and so on. It is very, the most of the worked on themselves of course. But we have this, every year I’m sitting together with HR looking into my staff “who is the future leaders. Who is the one who is taking over from me?”

Our next motivation question proved to be difficult for the different managers to answer. We asked the Sodexo managers how they provide job tasks that can help give satisfaction to their employees. Interviewee (2) said: “...I have quite engagement rates in this segment I’m working. Because the sports and leisure segments is quite, what should you say, a high class segment. We are running like spa facilities, hotels and so on. Some people are quite happy to work in that type of business. And it is quite variation in what you are doing. That is one of the keys to make people like what they are doing. That there is a broad spectrum of things to do. So if you go down to Nynäs havsbad for example, we have everything from breakfast, nice dinners, receptions, and bars, yeah everything. So it’s quite easy to rotate what you are doing.” Another manager, interviewee (4) discussed strategic plans: “what we do is that we are working with a strategic plan which we do every year and where we put activities that should generate savings or it should generate coverage which and when I say coverage I mean we might have new types of clients that asks for different types of services and from a supply management point of view we might not have contracts in place to support those services so ...when we make our plans we look at how large coverage we have of the existing business and also interact with other both departments and operations and listen to what they have in their plans. Maybe they are developing new services and we need to be in line with that in order to support that from a supply management point of view.”

Furthermore, we wanted to discover if managers thought that the quality of Sodexo’s services impacted their employees’ motivation. Everyone was quite clear that this was a motivating factor, for example, interviewee (4) said “since we can take care of more services at the client I think that it’s also easier to see that we and now I’m thinking about the employees that are really out in operations and work on site that they can see that we can deliver almost all types of services if the client wants to buy those from us and which on the other hand can make the employees more active in terms of seeing that they can actually if they see something on sight that we could help the client with.” Similarly interviewee (8) said “If you look at night time cleaning, that another service because then you are preparing the airplane totally for the next day. Then it’s a motivating to keep the
quality high of course. Other times, during daytime, it’s more the key, there is time to be on time. Every airplane has to depart on time, so it’s more like, okay we have a challenge here of a late airplane which is big, and how do we solve that?” However, interviewee (3) gave a different viewpoint by stating: “I think it is the other way around, if you have motivation, you provide a good service, and if you lack motivation as an employee, then you provide crap services. So I think the question is like, the other way around.”

We had difficulty finding out how managers challenge their employees from a motivational standpoint. What we discovered was that some of the managers try to challenge their employees. Interviewee (4) gave an example by saying: “different types of actions from the management teams and also from Paris about different actions and savings and so forth so we need to generate actions that meet those demands.” Also, interviewee number (6) simply said “yeah I do that almost every week [laughter] also I have employees who need to be challenged so that is a big challenge for me.” Besides those two answers, we did not receive any additional information about how the Sodexo managers motivate their employees through giving their employees challenges.

Moving forward, we wanted to ask the managers opinion on how they felt extrinsic rewards impacted their employees’ motivation. To begin with, we asked what, if any, kinds of monetary incentives they offer employees. The consensus was that this is not a selling point in working for Sodexo meaning they do not offer much if any monetary rewards. Interviewee (2) said “We are not a high salary company. And rewards, if we are talking about money, is a big problem and very hard to do. The margins we have don’t really allow us to do it.” One interviewee said that the incentive system was a bit flawed. Interviewee (6) said: “so if you are really good at making your budget for a year and let’s say you convince that controller and everyone knows that I will not sell that much and we cannot have this result next year because of blah blah blah then you get a low bonus and a low budget with a bigger chance to get bonus. But if you are like competing with yourself and raising your budget every year and I think I can do this then you’re likely to get bonus.” Also, interviewee (1) said: “we don’t really do that, we have more flowers and sometimes we can give them maybe like a service, we are providing services to you know in different restaurants for example they can go there either our own places but we are also for example something we are really proud of around Christmas time we don’t give any Christmas presents to any employees any clients or partners, we provide that money should instead be spent on stop hunger meaning we work with the city missions because is around 10 countries, I mean cities in Sweden here we are providing lunches for people in need of meals and is something that is another way of showing gratitude.”

Our next question involved asking about how managers provide rewards when an employee performs well. Most interviewees responded with some kind of recognition or appreciation. For example, interviewee (2) stated: “last year, every month I’m writing a monthly letter about our business, about what has happened. And then, I asked our district managers to send a letter or send me just a note about someone doing something special, something extra. Then I write that in my monthly letter. And also, I took one or two persons, or for the people I mention they were invited for a dinner we have annually, with all these people that has been recognized or something” interviewee (6) said: “of course a tap on the shoulder is sometimes good enough but also to see and complement and actually comment on and see what they are doing you know I would like my manager [to say] that was really a good job, that would make my day and also be I have really restaurant managers and then I could send them to help another restaurant manager then
the one who is helping if feeling like they are doing a really good job...like a small mentorship program inside the big one.” Interviewee (5) added: “in the best way, in public, actually...yeah sometimes I order big present, a basket full of you now fruit, wine, and stuff like that just after a very hard time for one in the team.”

Most of the interviewees added that they are not doing enough in terms of providing rewards for their employees. Interviewee (7) said: “we’re doing some things but it’s not enough. I think one of the most important thing is to see the employees when they are doing something good and just tell them this is really good or here you have done a very good thing, just give them advice to employees from management team, from supervisors, I think that is quite important. It’s not just to give them gifts or money or something like that, just to see them is very important I think. And on that spot I think we can be much better.” Also, interviewee (8) stated: “we are actually working on that now, to change, because we don’t have much, we haven’t been doing quite that much. It’s been a union issue that we shouldn’t reward specific things so we motivate with a cake or something, but that’s for all. But now we are looking into a way to at least encourage a team of three or four people in some way.”

We then asked the interviewees if their employees thought the rewards Sodexo provides them are sufficient, there was a general consensus that they are not. Interviewee (4) simply said: “no I don’t think they would say that.” Interviewee (3) said: “No matter what company I work for, if you look at employee services, they always say that they are not. It will have like 23 % saying that it’s okay. So you have people want higher salary. And they want cash.” Also, interviewee (2) thought: “that is one of the biggest problems we had in the engagement surveys. Everybody wants a higher salary if possible.” Interviewee (8) added: “No, they are not. I’m quite sure of that, of course. They are not are totally unhappy about it, but it could be better of course. It’s hard to find the perfect way of course. Our coordinators and group leaders are very good at complement every day, be thankful for the work that you do. But then you reach a certain level where that is common thing every day for the work you done, so it’s hard to find the balance, of course. Yeah. But we are trying to find some ways to, on each, we have monthly meetings with the staff, in the different teams, and that, uhm, to then let them know how well that we have been performing in this shifts.”

The only interviewee who thought rewards were somewhat sufficient disagreeing with the other seven interviewees was interviewee (1) who said: “I think rewards can of course...we can always do more, I think I have seen and heard since I started here that people are really feeling proud how we do the Christmas solution, without any gifts that of course we communicate that this Christmas gift that you were intended to have we gave that to the city mission and people and have given up so much positive expression about that but of course rewards can always be even more, but I think that we can be better, but I think we are doing pretty well.”

Another question we asked was if managers were able to put pressure on their employees in order to enhance their performance, interviewee (8) said: “It depends on the person, it’s personal. It depends on how, what kind of pressure or motivation the person can handle or need. It can be both positive and negative. So it depends on which one yeah. Someone needs lot of pressure because they are comfortable with that, or wants that to be motivated. Some people need just some guidance, I think.” Interviewee (7) added with: “Just to be clear what we, to tell them and to be clear or what is the demand or demands
on the job, to be clear that we think you must do this and this and this and we check maybe you here but if you do that then you will do a good.”

Sodexo’s strong values led us to our next to last question which was how or can they ensure their employees accept the Sodexo values as their own. Some interviewees said they simply cannot ensure it. Other interviewees said it is important to hire people with the right values and one interviewee responded with: (4) “I cannot ensure that but I think as we said before, since the CSR environment within Sodexo is so clear to everybody that I think that it’s actually a little bit hard to not live our values even though you at home and then you can say that the whole if you talk about Sweden or the Nordics or the western world. It’s so on the agenda these things so how can you forget.” Interviewee (3) said: “it’s crucial that when we hire people that, it’s all managers do their own recruiting, so from HR we are only, in, at the top level manager recruitment in certain, more difficult recruitments. But it’s essential that we always recruit according to our values. And we can also teach someone, send them to a course or get them to learn a system or a way of working. Most people can handle, you know, honestly, most things that are being done, especially in an office, it’s not that complicated. You don’t have to have a high IQ or anything. It’s more like most people can manage to learn stuff. But if you have the wrong attitude, that is a major problem, you can’t make someone get a good attitude, or change their values, their core values, either they have the same values as the company, or they don’t. So it’s, if you have to choose between, if I would choose between personality values and knowledge, we are always going for values and personality, because knowledge is something that you can attain, and it’s very easy. If you want to. Just listen.” Similarly interviewee (2) said: “I think, as I said in the beginning, what Azita is doing at the moment, she is being seen in the media, in TV, newspapers, magazines, videos that are sent to our staff of what we are doing. That is making the biggest difference for the personnel. That she can send out to the community that Sodexo is a good company. Because then they know that they are working in a good company. And I think that is making a difference.” Interviewee (5) also stated the significance of hiring right minded people: “yeah in that area for our work and I think I should, I choose people actually with the same view, that are open and have an inclusive mind.”

In not being able to assure employees can accept values, one of the interviewees said that this is something they can do better. Interviewee (7) stated: “we can be much better on this, one of our disadvantage here to be very clear for example, we are working very broad with CSR we are taking in people from different cultures and different geographies and so on, that means the people we are having in our organization maybe is not very skilled in speaking and understanding Swedish language or English language or else, so we have a communication problem with lots of our people I would say. Due to different language, but we can be much much better. It is also important for us to give people who are coming very new to Sweden a new job that’s a part of our CSR working also and that means that when they are arriving to Sweden they don’t understand or speak Swedish very good or not at all, but we can give them a job and that also means we have a problem to give them the right information.”

Our final question was what each manager saw as being the best motivator, intrinsic or extrinsic rewards. All eight managers said intrinsic rewards were the best motivator. Interviewee (4) said: “actually money doesn’t talk [laughter] in this case. So I think it is about other values actually that.” Interviewee (2) contributed: “it depends on the
engagement quite much. If you have a high engagement in what you are doing, the salary is not that important. But if you are just coming to do your 8 hours, you are not, maybe you are not even interested in who is paying the salary, as long as you get the salary... Then, maybe you go there because you have to pay your bills every month. So, the further up in the hierarchy you are, what you do is more important.” Similarly to interviewee (2), interviewee (8) said “The first. Well of course, money is the key issue here (laughter), that you get paid of course. But no. You always think that money is the most important thing, but, when you enjoy your work, and your co-workers and then the task you perform, of course it’s, and that’s the highest motivation. Probably. That’s why people stay, because they are working in those teams of course, I think.” In response to if extrinsic rewards were best, interviewee (7) answered: “I don’t think money is...money is a part of course but if you are doubling the salaries they are not getting 100% more motivated in doing a job, no way. I don’t believe it at all.” The last interviewee said that once one can enjoy work and be motivated to work that way, then they can focus on money, but intrinsic motivation has to be first.

5.4 THEMATIC NETWORK ANALYSIS AND DISCUSSION

5.4.1 THEME COMMUNICATION

The first theme that we identified from looking through the transcripts was communication. Communication was a salient theme in most of the questions that we asked interviewees which led us to believe that it is of great importance. Providing feedback, an important part of communication, is linked to intrinsic motivation. According to Deci (1971, p. 108), positive feedback has a direct link to intrinsic motivation, thus if one is told they are doing a good job or how they could improve, then they will be more motivated to work. Amabile (1993, p. 186), mentioned the fact that feedback systems in organizations are evolving to include a comprehensive feedback system where one can receive feedback from peers, subordinates, and supervisors. Sodexo’s managers mentioned feedback in terms of meeting with their employees to discuss their work. This is a form of communication but will also be discussed in the theme considering strategic work. When we asked the different managers how they motivate their employees, they answered with clear instructions, which is the first subtheme that we have identified for communication. Being clear is an important part of communication. If employees know exactly what is expected of them, they will be more motivated. Job satisfaction comes from employees expectations of what is expected of them, if their expectations are fulfilled they will be more motivated in the future (Sekhar et al., 2013, p. 476).

Our second subtheme under communication which was mentioned by the interviewees is that understanding and listening to customers is important. This subtheme is interesting and relevant in terms of Sodexo’s position in the service industry. As a result of Sodexo being a company in the service industry, they should care about the quality of services that they provide for their customers which is supported by Skudiene and Auruskeviciene (2012, p. 52) who state that customers are concerned with the quality of services from a CSR point of view as well as a quality point of view. We discovered that their managers think the quality of services provided by them motivates their employees to work harder and to provide a good quality service. According to Longo et al. (2005, p. 32), the most important thing for customers is the quality of the service that they are buying. Feedback is also a part of this, it is important for customers that they can provide feedback about the service that they have received (Longo et al., 2005, p. 32). This is directly related to communication. We believe that an organization, Sodexo in this case, needs to always
have a dialogue with their customers in order to know what services they want and do not want and also how the services they are providing can be improved.

The third subtheme under communication is the putting of pressure by Sodexo managers on employees in order to enhance motivation. Pressure as a motivating factor for employees is not a form of intrinsic motivation but yet it is a type of extrinsic motivation which can possibly decrease intrinsic motivation (Ryan & Deci, 2000, p. 56). Pressure falls under introjection as a form of extrinsic motivation (Ryan & Deci, 2000, p. 62). This is a subtheme under the theme of communication because of the way in which pressure is put on employees through the process of communication. One manager stated that “Just to be clear what we, to tell them and to be clear or what is the demand or demands on the job” when responding to in which way one can put pressure on employees. In general, it is easier to be clear by communicating what one is supposed to do. Furthermore, one interviewee claimed that as a manager one needs to know each employee on an individual basis in order to know how much pressure they can put on a particular employee in order to succeed. The only way in which one could identify what kind of person one is or how they are motivated is through communication.

The final subtheme that falls under communication is the improving of Sodexo as a brand and Sodexo as an employer brand through CSR activities. The reason that this falls under communication is because the only way a customer or potential employee can find out about Sodexo’s extensive CSR program is through communication. CSR was mentioned as being a way of marketing one’s brand. For example, by advertising that CSR is a part of a company’s strategic planning, they may attract more customers because they like what the company stands for. Some companies simply use CSR as a way to avoid scandal and display a good reputation (Crouch & Maclean, 2011, p. 1), or in other words, to advertise a brand. This was supported by what several interviewees stated about what they thought CSR was. They felt that CSR was simply a way to advertise one’s brand. In terms of employee branding, CSR has been proven to affect the desire of applicants to apply and want to work at a given organization (Greening & Turban, 2000, p. 276). Communicating that CSR is a big part of a company can help be used as a competitive advantage in attracting future employees (Aguilera et al., 2007, p. 840; Greening & Turban, 2000, p. 276). Several managers discussed that when they are hiring new employees, they want to bring in like-minded people in terms of how they feel about diversity and CSR. Therefore, we can see that Sodexo is looking for employees who are very open minded in terms of diversity.

5.4.2 THEME STRATEGIC PLANNING
The theme of strategic planning regards how Sodexo incorporates CSR in their strategic work. Some of the interviewees had a hard time to explain how they incorporated CSR in the strategic work, it was easier for them to talk about their day-to-day activities. However, it was clear that the strategic work sets the agenda for the day-to-day work, meaning that this is where the planning of the future happens, and the managers were pretty consistent regarding that they involve CSR to the strategic planning in order to contribute to different stakeholders of the firm and different dimensions of the triple bottom line. Joannis et al. (2013, p. 177), defined the triple bottom line as a balance of social, environmental, and financial performance which leads to long-term sustainability for the organization. In the context of CSR, it is also important to balance the interest of different stakeholders when planning and performing CSR activities (Freeman et al., 2010, p. 237). This implies that the strategic work of Sodexo regarding CSR is in line with how theory sees the strategic planning of CSR activities.
Managers of Sodexo mentioned the first dimension, the social dimension of the triple bottom line by talking about the employees of the company. According to Longo et al. (2005, p. 31), the stakeholder group of employees involves the value class of development of workers’ skills. This was something that our interviewees emphasized, for example how they, through strategic planning, tried to help their employees to develop their skills and grow within the company. In a practical execution, managers mentioned many ways of doing this, but mostly it involved planning the future together with the employees through action plans, development plans, succession plans, and training sessions which are intended to help their employees to grow. Furthermore, it seems that internal recruitment occurs quite frequently within Sodexo. According to the managers of Sodexo, this procedure of internal recruitment seems to help the employees to grow within the company in order to obtain new and challenging tasks, which according to Herzberg (1968, p. 92) works as an important intrinsic motivator. This implies that the strategic CSR activities towards the stakeholder group employees represent the social dimension of the triple bottom line, and it also concerns an important value class for employees.

Many managers were consistent regarding that it was important to take responsibility regarding the community. The community comprises both of the social and environmental dimensions of the triple bottom line since it both concerns the people living the community, but also the environmental concerns that the community is facing. This reasoning is supported by stakeholder theory and more specifically the value classes of Longo et al. (2005, p. 31), where the community has two demands on the firm, creation of added value for the community, and environmental safety and protection. In the case of Sodexo, these types of CSR activities were well-defined according to the managers, for example by their global CSR program: the better tomorrow plan. For example, managers presented the codes of conduct that all their suppliers need to agree on, which puts pressure on suppliers to operate in a sustainable way. This is actually heavily connected to the value classes presented by Longo et al. (2005, p. 31) where they expressed that suppliers wants selection and analysis systems of suppliers as a CSR activity of the firm. Interviewees also discussed their stop hunger program, in which they cooperate with Stadsmissionen in order to provide food for the homeless people in the local communities where Sodexo operates. Moreover, the managers also mentioned the services they provide, for example the food, which they try to make as healthy as possible in order to guarantee that their end-users stay healthy. Furthermore, interviewees talked about how Sodexo tries to limit their impact on the environment where they operate, for example by using environmental friendly vehicles, reducing waste, saving energy costs just to name a few. We argue that this shows that Sodexo in a tries to cope with the environmental dimension of the triple bottom line, and that they are trying to conduct CSR activities targeting the value classes of the community in strategic setting.

5.4.3 THEME DIVERSITY

Our third theme that was discovered from our qualitative data collection is diversity. Diversity emerged as an important theme when we asked interviewees about CSR practices at Sodexo. A large part of CSR is diversity, for example Aguinis and Glavas (2012, p. 942) discovered that CSR activities can lead to positive non-financial results such as improved demographic diversity. According to the theory of CSR, employee diversity falls under the micro-level research area (Aguilera et al., 2007, p. 839). There is less micro level CSR research available in comparison to the macro level but Aguilera et al. (2007, p. 839), state that the micro level or individual level and perspective can also be referred to as the employee level or perspective. Furthermore, the social part of the
TBL includes diversity as a social issue (Garriga & Melé, 2014, p. 177). Thus, it is no surprise that almost every manager brought up the importance of diversity when CSR was mentioned.

The first subtheme that we identified under diversity is the importance of hiring likeminded people in order to ensure employees accept Sodexo’s CSR values. It was determined from our interviews that managers cannot make employees accept the company’s values such as diversity. However, they felt the only way they could somewhat ensure that their employees had these values is by hiring people who feel this way. Previous research has demonstrated that employee’s will be more likely to contribute to a firm and participate in the firm’s values if they have a positive perception of CSR activities that are being conducted by the firm (Aguilera et al., 2007, p. 840). According to the answers we got during the interviews, it seemed like the only way to ensure that employees will accept diversity is to ensure that the question is addressed during the hiring process. If Sodexo asks employees about their perception of diversity too late and they do not think positively about diversity, then it will be very difficult to push the value of diversity on to them. Therefore, the only way to ensure all employees accept diversity is to ensure that they value diversity during the hiring process.

The second subtheme under the theme diversity is that encouraging the acceptance of diversity is important for an employee’s motivation. Many Sodexo managers felt that the more acceptance of diversity is encouraged, the more motivated employees will be. After reading through the transcripts of our interviews it was obvious that the Sodexo managers felt that diversity and inclusion strongly contributed to their employee’s motivation. A possible explanation for why managers thought this comes from Skudiene and Auruskeviciene (2012, p. 52) who discuss that from a stakeholder perspective, employees are a very important stakeholder group whose expectations and needs should be met. Thus it is important that their values are taken into consideration. According to Longo et al. (2005, p. 31), one of the most important values of employees at work is social equity. As a stakeholder, employees want four things and one of them is that their employer will not discriminate against age, race, or gender (Longo et al., 2005, p. 31). This can be linked to motivation through the fact that if the value classes are fulfilled, as in if what the employee wants is realized, than the employee will be more motivated. Skudiene and Auruskeviciene (2012, p. 53) had a similar argument by concluding that intrinsic motivation amongst employees can result from the correct management of these value classes, social equity included.

The last subtheme of diversity is that every employee is different and therefore needs to be managed in a different way. This theme is based off of the fact that Sodexo has a diverse workforce, not only in terms of race, gender, and age, but also in terms of personality and working style. No two people are the same and therefore they should not be managed in the same way. One of the bases of Maslow’s hierarchy of needs (1943) and Herzberg’s dual factor theory (1968) is that what motivates one person might not be the same thing that motivates another. Similarly, not everyone is motivated intrinsically by the same activity that someone else is intrinsically motivated by (Ryan & Deci, 2000, p. 56). Therefore, we conclude that for not only Sodexo’s managers, but all managers that it is important to keep in mind that their workforce is diverse and must be managed accordingly.
Our next theme that we derived from our interviews was the importance of the working environment. The interviewees were rather consistent in that the working environment was important for their employees, and that it was a good way in order to enhance and secure their motivation at the workplace.

Our first subtheme is derived from that many interviewees talked about how they use job rotation in the workplace in order to enrich the jobs of their employees, meaning that the same employee can obtain different tasks which is intended to increase the motivation of employees. Herzberg’s (1968, p. 92) dual factor theory consists of both motivation factors and hygiene factors, where job design is categorized as a motivation factor, meaning that job design intrinsically motivates employees. We argue that the job rotation is part of the job design, meaning that this can be regarded as a way to intrinsically motivate employees, which implies that this strategy of Sodexo is in alignment with Herzberg’s (1968) dual factor theory. This is also in alignment with Aguinis et al. (2013, p. 243) who was rather consistent with Herzberg (1968) by stating that individuals derive personal meaning from enriched jobs. Similarly, many interviewees mentioned the importance of providing their employees with a wide job scope. As in the case with job rotation, this is wide job scopes a typical action in order to enrich the job design, thus meaning that it is intended to enhance the motivation amongst employees. A job task design that is more diverse, and also much more challenging will normally help to intrinsically motivate the employees of a firm (Amabile, 2001, p. 188).

Interviewees also discussed the importance of having a free and open working environment since it can help motivation. When asked more specifically what this means, some explained that it is about giving the employees a greater responsibility of how they should dispose of their time and effort. Herzberg (1968, p. 92) mentioned job design and responsibility as motivation factors, which we think that the free and open working environment relates to. This implies that some of the interviewees thought that integrating responsibility in the job design will positively affect the motivation of their employees, which is coherent to the theory of Herzberg.

Interviewees discussed what we categorized as a subtheme of the working environment, namely safety and reducing risks. It was clear through the answers of the interviewees that accidents do happen in such a big company as Sodexo, and the interviewees regarded the issue of safety as an important part of the working conditions. After physiological needs such as food, safety and security needs are safety regarded as the second level in Maslow’s hierarchy of needs (Steers et al., 2004, p. 381). Safety and reducing risks are normally not considered as motivation factors, they should rather be seen as hygiene factors (Herzberg, 1968, p. 91-92), meaning that should be eliminated. According to Herzberg’s (1968, p. 91-92) dual factor theory, these hygiene factors do not lead to higher motivation, but they help as an extrinsic force to remove dissatisfaction amongst the employees.

According to Herzberg (1968, p. 91-92), another hygiene factor is interpersonal relationships. Many interviewees talked about the importance of interpersonal relationships, for example the interaction between colleagues, and they emphasized that this is an important motivator amongst employees. This is somewhat contradictory to the work of Herzberg (1968, p. 91-92) who argues that interpersonal relationships are not actual motivators, but rather a hygiene factor.
Another theme that was identified after we conducted our interviews with Sodexo managers was rewards. Rewards are a big part of both intrinsic and extrinsic motivation. In terms of intrinsic motivation, a reward is something that one gets from doing the work; the reward comes from within (Amabile, 1993, p. 188). On the other hand, a reward in terms of extrinsic motivation is when one receives some sort of external reward for completing a task (Ryan & Deci, 2000, p. 60). When we discussed these concepts with Sodexo’s managers they brought up how they reward their employees and they think their employees are motivated. Interviewees also mentioned that rewards follows a hierarchy where the rewards follow certain steps in employee needs. Managers explained that the basic steps are extrinsic rewards, such as a paycheck, which is the foundation in the reward system since it helps the employees to achieve certain living conditions and only afterwards can employees be rewarded on a higher level. This is in alignment with the steps of Maslow’s hierarchy of needs, where Maslow (1943) explained that the lower steps in the hierarchy of needs must be fulfilled before the higher steps can be reached.

The first subtheme under rewards is that employees receive recognition for doing a job well done. Many of the managers discussed that their employee’s recognition from their peers was a good motivating factor. In addition, many of the managers we interviewed talked about public recognition as well as being a motivating factor. Recognition falls under the theory of extrinsic motivation. According to Herzberg’s dual factor theory, recognition for achievement is a motivation factor which is a kind of extrinsic motivation (Herzberg, 1968, p. 92). When employees have contributed with something positive, they want their peers to know that it was them who completed the task. This can be linked to Maslow’s hierarchy of needs (1943, p. 382) and the self-actualization need in the hierarchy. Self-actualization involves the idea that one wants to achieve self-fulfillment (Maslow, 1943, p. 382). Not only does one want to complete a goal for their own satisfaction but also so that they can receive some type of recognition for it whether it is for themselves or the recognition of others.

Another subtheme which is part of the theme rewards is appreciation. Many interviewees stated that appreciation is a good way of motivating their employees. Similar to recognition, appreciation was described as how each manager tried to reward their employees and is a form of extrinsic motivation. When Sodexo’s managers are showing appreciation for an employee’s good work, it is implied that the employee completed the task in order to receive appreciation. This is in line with Amabile’s (1993, p. 188) definition of extrinsic motivation which is: “[employees] engage in the work in order to obtain some goal that is apart from the work itself.” Furthermore, appreciation is referred to as being a benefit an employee receives for completing work (Mahazril, 2012, p. 238). Receiving appreciation would be the goal that they are trying to obtain which is not a part of the work itself. This proves that Sodexo’s managers feel that their employees are motivated by extrinsic forms of motivation.

When talking to the interviewees about extrinsic rewards, many of them mentioned monetary rewards. In general, interviewees seemed to be skeptical towards monetary rewards, both because in the context of Sodexo, for example that the industry where they operate provide rather small margins, meaning that there is less room for monetary rewards or high wages. However, managers seemed to be skeptical to potential positive effects of the monetary rewards in general. Monetary rewards can motivate and satisfy employees (Long & Shields, 2010, p. 1148), but many studies have shown that this is not
the best motivator (Aguinis et al., 2013, p. 247; Long & Shields, 2010, p. 1164). Studies have also shown that monetary rewards cannot be used in order to improve employee knowledge, skills, or abilities (Aguinis et al., 2013, p. 243). The interviewees also explained a perceived constraint about monetary rewards, namely that according to their experience monetary rewards will never satisfy employees 100%, they always want more.

5.4.6 THEME STAKEHOLDERS

The last theme we derived from our interviews was the stakeholder theme, where we asked the interviewees if they were under the impression that CSR activities towards different stakeholder groups would affect employee motivation. Almost all our interviewees had the same perception regarding how CSR activities towards shareholders would affect employee motivation, namely that it has no positive impact on employee motivation. To the best of our knowledge there is no previous literature or research that examines the managers’ perceptions of how CSR activities towards shareholders impact motivation amongst employees. This is interesting since Aoki (1984, p. 62) believed that shareholders together with employees were the two most important stakeholder groups, and it was the manager's task to be a referee between those two parties. We believe that the answers of the interviewees might be based on that they are under the impression that there is too much space between the employees and the owners of Sodexo. For example, one interviewee explained that he/she was under the impression that this can only increase motivation amongst managers, but not blue collar workers. This relates to Maslow’s (1943, p. 372) most basic need, the psychological need. One needs to have a salary in order to put food on the table and to be able to take care of one’s most basic needs and once, those basic needs are taken care of then one can think about other needs such as the esteem needs and self-actualization (Maslow, 1943, p. 381-382). Blue collar workers make less money and need to try and put food on the table before they can start thinking about having a job that satisfies their intrinsic needs. We are under the impression that this is related to that there is too much of an stretch between the employees and shareholders, but not the managers, maybe because of the reasoning of Aoki (1984, p. 62) where managers acts as a referee between those two stakeholder groups, meaning that it ties them closer to the shareholders than the employees. It is possible that this stretch affects the answers of the interviewees, and therefore it leads them to the conclusion that CSR activities towards shareholders do not affect employee motivation.

Another subtheme was how CSR activities towards the community affects employee motivation. The answers we got from managers were rather diverse, but a majority of the interviewees thought that CSR activities towards the community would help to increase employee motivation. Previous literature has supported that CSR activities towards the community positively impacts employee motivation (Khan et al., 2014, p. 82; Skudiene & Auruskeviciene, 2010, p. 62). It is therefore not shocking that a majority of interviewees thought that it would positively impact intrinsic motivation. However, there were some managers who simply said that CSR activities towards the community will not affect the motivation amongst employees. As in the case of shareholders, we think that this is derived from that the stretch between the actual job tasks and societal contribution is considered as too stretch amongst the interviewees.

Another subtheme was how CSR activities towards suppliers affected employee motivation. The answers on this question were rather diverse, and the perceptions of the managers were different. Some interviewees answered that CSR activities towards
suppliers had an important impact employee motivation, whilst others said it had no impact. Previous research has demonstrated that CSR activities towards the suppliers will help to improve the motivation amongst employees (Khan et al., 2014, p. 82; Skudiene & Auruskeviciene, 2010, p. 62).

Another stakeholder group that was discussed by the Sodexo managers was an external stakeholder group: customers. The overall perception from Sodexo’s managers is that they believe their employees are motivated by CSR activities related to customers. Longo et al. (2005, p. 32) referred to customer value classes as being product/service quality, safety of the customer when using the product/service, consumer protection, and to ensure that the customer is fully aware of the product/service that they are using. A majority of the Sodexo managers felt that their employees were more motivated knowing that they were providing a quality service for the customer. This relates to the first customer value class which regards product quality (Longo et al., 2005, p. 32), for example from interviewing one Sodexo manager, he felt that the staff was motivated by cleaning at night because they were providing this service for all of the customers for the following day. The other customer value classes were not discussed by the managers of Sodexo, but yet they focused on the quality of the services they provide. One of the interviewees mentioned that if the employee is motivated in the first place, then they will be willing to provide a better service on behalf of the customer. This statement by one of Sodexo’s managers can be explained by Amabile (1993, p. 185), who stated that a motivated employee is likely to work harder.

The most important internal stakeholder group as identified by Sodexo’s managers is the employees. When we asked Sodexo’s managers who they thought of when they thought of stakeholders and who Sodexo focuses their CSR activities on most, employees was the answer given which is in line with Skudiene and Auruskeviciene (2012, p. 52), who consider employees the most important internal stakeholder group. Health and safety at work, one of Longo et al.’s (2005, p. 31) value classes concerning employee related CSR activities, was only mentioned by one interviewee. The health and safety of workers at work falls under Herzberg’s hygiene factors (1968, p. 92). Next, the second employee related CSR value class is the development of workers’ skills (Longo et al., 2005, p. 31), which seemed to be very important to Sodexo’s managers. Many of the managers whom we interviewed mentioned Sodexo’s training programs and advancement opportunities within Sodexo. According to Herzberg (1968, p. 92), the opportunity to grow within a company is a motivation factor within his dual factor theory. The other value classes regarding employees, worker satisfaction and social equity (Longo et al., 2005, p. 31) were discussed earlier in the analysis when they related to the themes of working conditions and diversity, respectively. This helps further demonstrate the fact that Sodexo’s managers felt that their employees were most motivated by CSR activities which related to the employees themselves.

5.4.7 SUMMARY QUALITATIVE FINDINGS
Below in table 3, one can find a summary of our qualitative findings from the thematic analysis. The descriptions of the themes summarizes how we interpreted these themes based on the findings of our interviews of Sodexo managers. The last row in the table explains how motivation is created at Sodexo based on these five themes.
## TABLE 3. THEMATIC NETWORK SUMMARY

<table>
<thead>
<tr>
<th>Description of theme</th>
<th>Communication</th>
<th>Strategic Planning</th>
<th>Diversity</th>
<th>Working environment</th>
<th>Stakeholders</th>
<th>Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conveying meanings to achieve specific goals</td>
<td>Planning the direction of the organization in the future</td>
<td>Including genders, different cultures and origins, generations, people with disabilities, and respecting different sexual orientations</td>
<td>Providing a safe, healthy and enjoyable place to work</td>
<td>People with a stake in the firm. Such as customers, suppliers, employees, the community, and the owners</td>
<td>Extrinsic motivators used to give employees incentives to perform a task</td>
<td></td>
</tr>
</tbody>
</table>

### Motivation is created by...

- ...communicating demands, giving clear instructions, listening to customers and hiring a diverse and accepting workforce which is attained by employer branding
- ...first setting the agenda for the day to day work. Planning the future together with the employees and minding all dimensions of the triple bottom line
- ...hiring people that accept values of Sodexo, such as diversity. Understanding that every employee is different
- ...a safe and multilateral working environment, provides a wide job scope
- ...CSR activities towards employees, the community, and customers
- ...employee recognition and appreciation.
6.0 QUANTITATIVE EMPIRICAL FINDINGS AND ANALYSIS

In this chapter, we present the empirical findings of our quantitative study. We begin by providing the demographic findings of our respondents. Next, we present our Cronbach’s alpha reliability statistic followed by the descriptive statistics. After we present the descriptive statistics, we present the findings of our regression analysis. Finally, the chapter will conclude with a discussion of the findings, relating our findings to previous literature and research.

6.1 DEMOGRAPHICS

Our survey started by asking several background questions concerning gender, age, and work experience. We received 118 total responses from Sodexo employees. Every respondent answered most questions, meaning that no one left all answers blank. Any answers that were left blank were filled in with the mean of responses for that given question. For our first question of gender, two respondents did not answer. 66 females participated in our survey along with 51 males. Thus, 56.4 percent of the respondents were women which gives a good representation of the population of employees at Sodexo which is made up of 54 percent women (Sodexo, 2015). See figure 2 to see a summary of the genders of the participants.

![Gender Chart]

Next, we asked about the age of the employees. The majority of the employees were between the ages of 40-49 and 50-59. Respondents who were between these ages accounted for 76.1 percent of all respondents, with 40-49 being 38.5 percent and 50-59 being 37.6 percent. To see a full summary of the ages of the respondents, see figure 3. According to information from the HR department of Sodexo, 25% of the employees are younger than 30 years old, 22% are between the ages of 30-39, 25% are between the ages of 40-49, while 20% are between the ages of 50-59, and 8% are older than 60 years old (I. Adenborg, personal communication, 11th may, 2015). Our sample was not an exact representation of Sodexo’s employees’ age which is a result of our convenience sampling technique where we only surveyed white collar workers at three different offices.
The final demographic question that held significance to our study asked how long the employee have been working at Sodexo. 44.4 percent of the respondents had been working at Sodexo for more than 10 years, while 26.5 percent of the respondents have worked their between 1-3 years and 19.7 percent have worked between 4-6 years. Only 7.7 percent of respondents have worked at Sodexo for less than a year and only 1.7 percent has worked at Sodexo for 7-9 years.

6.2 CRONBACH’S ALPHA
Cronbach’s alpha is one of the most used reliability tests in statistics (Bonett & Wright, 2015, p. 3), which is why we chose to use this reliability test in our study. A rule of thumb amongst many researchers is that reports with a sample value of Cronbach’s alpha below 0.7 should be rejected (Bonett & Wright, 2015, p. 3). However, there is no universal rule of acceptance regarding the reliability value (Bonett & Wright, 2015, p. 3), and other scholars argue that Cronbach’s alphas in general can be accepted at levels of 0.6, and sometimes are even lower scores regarded as acceptable (Moss et al., 1998, p. 178). In accordance with using the 0.6 level of reliability, two constructs had reliabilities that were too low. Both extrinsic and intrinsic motivation had too low of Cronbach alphas, thus we had to narrow the constructs down to one question for each. For extrinsic motivation we used the survey question: being appreciated and being praised by my manager increases my success and performance at work. Similarly, for intrinsic motivation we used the survey question: authority/ responsibility and dependence requests in the workplace affects my motivation. We felt that these two questions, respectively, gave a good representation of the definition of these constructs, where extrinsic motivation is an activity someone partakes to receive some separable outcome of the task (Amabile, 1993, p. 188; Ryan & Deci, 2000, p. 60), and intrinsic motivation is a task being interesting to a person and/or as the ask giving a person satisfaction for completing a task (Ryan & Deci, 2000, p. 56). Moreover, we could see that our constructs of CSR activities towards suppliers, customers, employees, the community, and shareholders are reliable for our regression analysis, which one can see in table 4.
TABLE 4. CRONBACH’S ALPHA

<table>
<thead>
<tr>
<th>Construct</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extrinsic motivation</td>
<td>One item</td>
</tr>
<tr>
<td>Intrinsic motivation</td>
<td>One item</td>
</tr>
<tr>
<td>Employee related CSR activities</td>
<td>.63</td>
</tr>
<tr>
<td>Supplier related CSR activities</td>
<td>.83</td>
</tr>
<tr>
<td>Community related CSR activities</td>
<td>.66</td>
</tr>
<tr>
<td>Customer related CSR activities</td>
<td>.75</td>
</tr>
<tr>
<td>Shareholder related CSR activities</td>
<td>.89</td>
</tr>
</tbody>
</table>

6.3 DESCRIPTIVE STATISTICS

Based on our constructs (extrinsic motivation, intrinsic motivation, employee activities, supplier activities, community activities, customer activities, and shareholder activities) we were able to determine different descriptive statistics about each construct. The descriptive statistics that we determined for each construct were the mean, standard deviation, mode, median, and Pearson correlation. One can see a full summary of our descriptive statistic in table five and for the Pearson correlation in table six. The means are based off of our 6 point Likert scale, where 1 was strongly disagree and 6 meant strongly agree. All values in table four are rounded to nearest hundredth. As one can see, shareholder activities yielded the lowest mean of 3.59 while intrinsic motivation and customer activities had the highest mean of 4.93. Thus, one can see that the overall perception of the different constructs were regarded as being motivators. Since all but one mean is above 4, one can see that respondents leaned more towards strongly agree than strongly disagree.

The standard deviations ranged from 0.62 for intrinsic motivation to 1.28 for shareholder activities. This demonstrates the distribution of values from the mean, on average (Shiu et al., 2009, p. 533). In other words, we can see that many answers were quite similar because of the rather low standard deviations. Shareholder activities had the highest standard deviation which demonstrates that respondents had the most variety of different answers on how motivated they are by shareholder activities. One can also see that most respondents are motivated quite similarly in terms of intrinsic and extrinsic motivation.

The mode demonstrates the values that occurs most (Saunders et al., 2009, p. 444), so one can see that intrinsic motivation had the highest mode of 5.5 which was closely followed by customer activities had a mode of 5.25. Shareholder activities yielded the lowest mode of 4.0 and community activities were just above that with 4.25. In between the highest and lowest modes, were extrinsic motivation, employee activities, and supplier activities with modes of 4.40, 4.80, and 4.75, respectively. The medians, or the midpoint of the data (Saunders et al., 2009, p. 444) were quite similar to the means, with all constructs having the same median as mean except for community activities which had a median of 4.63.
The third descriptive statistic we assessed was the Pearson correlation. For this degree project the most interesting correlation is between the different CSR activities and intrinsic and extrinsic motivation, respectively. Thus we have provided a summary of the results in table 6. The Pearson correlation is a number between -1 and 1 where 1 and -1 note a very strong correlation while 0 means there is no correlation at all (Shiu et al., 2009, p. 554). The results of the data analysis show that intrinsic and extrinsic motivation were the two variables with the strongest correlation. We wanted to identify the correlation between extrinsic motivation and the different CSR activities as well as the correlation between intrinsic motivation and the different CSR activities. Extrinsic motivation was found to be strongly correlated with employee activities. Also, extrinsic motivation had a strong correlation, but yet had a less significant correlation with supplier and community activities. Thus, one can conclude that employees are extrinsically motivated by employees CSR activities, supplier CSR activities, and community related CSR activities after analyzing the results of the Pearson correlation test. Four different CSR activities have proven to be highly significant and correlate to intrinsic motivation. Employee CSR activities, supplier CSR activities, customer CSR activities, and shareholder CSR activities all strongly correlate to intrinsic motivation. Less significant, but still significant was community CSR activities that posted a correlation of .206 with intrinsic motivation. From this information, one can see that all CSR activities intrinsically motivate employees.

Next, we assessed the correlation between the different CSR activities. As a result we could see that many of the activities had a strong correlation with one another. Employee activities had a strong significance and positively correlated with supplier activities, community activities, and customer activities and had a slightly less significant but still significant relationship with shareholder activities. Supplier activities had a high significance level and positively correlated with all of the other CSR activities except for shareholder activities which proved to be insignificant. Similarly, CSR activities related to the community and CSR activities related to customers also had a high significance level and positively correlated with all other CSR activities, except for shareholder activities, respectively. Lastly, CSR activities related to shareholders had the most scattered results. Shareholder activities had a high significance and positively correlated with community activities and slightly lower but yet significant correlation with

<table>
<thead>
<tr>
<th>Construct</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Mode</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>extrinsic motivation</td>
<td>4.35</td>
<td>0.68</td>
<td>4.40</td>
<td>4.35</td>
</tr>
<tr>
<td>intrinsic motivation</td>
<td>4.93</td>
<td>0.62</td>
<td>5.50</td>
<td>4.93</td>
</tr>
<tr>
<td>employee activities</td>
<td>4.38</td>
<td>0.77</td>
<td>4.80</td>
<td>4.38</td>
</tr>
<tr>
<td>supplier activities</td>
<td>4.57</td>
<td>0.85</td>
<td>4.75</td>
<td>4.57</td>
</tr>
<tr>
<td>community activities</td>
<td>4.56</td>
<td>0.77</td>
<td>4.25</td>
<td>4.63</td>
</tr>
<tr>
<td>customer activities</td>
<td>4.93</td>
<td>0.80</td>
<td>5.25</td>
<td>4.93</td>
</tr>
<tr>
<td>shareholder activities</td>
<td>3.59</td>
<td>1.28</td>
<td>4.00</td>
<td>3.59</td>
</tr>
</tbody>
</table>
employee activities. However, shareholder activities had an insignificant correlation with supplier activities and customer activities.

**TABLE 6. PEARSON CORRELATION**

<table>
<thead>
<tr>
<th></th>
<th>Extrinsic motivation</th>
<th>Intrinsic motivation</th>
<th>employee activities</th>
<th>supplier activities</th>
<th>community activities</th>
<th>customer activities</th>
<th>shareholder activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extrinsic motivation</td>
<td>1</td>
<td>.35**</td>
<td>.25**</td>
<td>.2*</td>
<td>.21*</td>
<td>.18</td>
<td>.16</td>
</tr>
<tr>
<td>Intrinsic motivation</td>
<td>.35**</td>
<td>1</td>
<td>.29**</td>
<td>.31**</td>
<td>.21*</td>
<td>.30**</td>
<td>.25**</td>
</tr>
<tr>
<td>Employee activities</td>
<td>.27**</td>
<td>.29**</td>
<td>1</td>
<td>.43**</td>
<td>.61**</td>
<td>.49**</td>
<td>.22*</td>
</tr>
<tr>
<td>Supplier activities</td>
<td>.2*</td>
<td>.31**</td>
<td>.43**</td>
<td>1</td>
<td>.66**</td>
<td>.64**</td>
<td>.15</td>
</tr>
<tr>
<td>Community activities</td>
<td>.21*</td>
<td>.21*</td>
<td>.61**</td>
<td>.66**</td>
<td>1</td>
<td>.72**</td>
<td>.32**</td>
</tr>
<tr>
<td>Customer activities</td>
<td>.18</td>
<td>.30**</td>
<td>.49**</td>
<td>.64**</td>
<td>.72**</td>
<td>1</td>
<td>.16</td>
</tr>
<tr>
<td>Shareholder activities</td>
<td>.16</td>
<td>.25**</td>
<td>.22*</td>
<td>.15</td>
<td>.32**</td>
<td>.16</td>
<td>1</td>
</tr>
</tbody>
</table>

*denotes significance level at 90% while **denotes a significance level of 95%

### 6.4 REGRESSION ANALYSIS 1: EXTRINSIC MOTIVATION AND CSR ACTIVITIES

We performed two multiple regression analyses in order to measure the effect of CSR activities towards employees, shareholders, suppliers, customers, and the community on intrinsic and extrinsic motivation. In this first section, we will present our regression analysis between the independent variables of CSR activities towards employees, shareholders, suppliers, customers, and the community and the dependent variable extrinsic motivation. The adjusted R-square of the regression analysis was .072 which indicated that the independent variables determines 7.2% of the variance in extrinsic motivation. The low R-squared indicates that a rather low percentage of the deviation in the dependent variable can be statistically justified by the independent variables (Saunders et al., 2012, p. 523). We chose a confidence interval of 90%, meaning that the minimum criterion for significance is 0.1. Table seven shows that none of the independent variables had a positive significance on extrinsic motivation except for CSR activities
towards employees which showed a positive significant effect on extrinsic employee motivation with ($\beta = 0.246 \ p < 0.1$). However, most of the B-coefficients took a positive value, which shows tendencies of increased extrinsic motivation as a cause of those CSR activities taken towards particular stakeholder groups. The exception was CSR activities towards the community, where the B-coefficient took a negative value.

**TABLE 7. REGRESSION ANALYSIS 1**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
<td>5,006</td>
<td>.000</td>
</tr>
<tr>
<td>employee</td>
<td>0.246</td>
<td>0.140</td>
<td>1.750</td>
<td>.083</td>
</tr>
<tr>
<td>supplier</td>
<td>-0.044</td>
<td>0.142</td>
<td>-0.313</td>
<td>.755</td>
</tr>
<tr>
<td>community</td>
<td>0.047</td>
<td>0.194</td>
<td>0.240</td>
<td>.810</td>
</tr>
<tr>
<td>customer</td>
<td>0.086</td>
<td>0.163</td>
<td>0.529</td>
<td>.598</td>
</tr>
<tr>
<td>shareholder</td>
<td>0.034</td>
<td>0.071</td>
<td>0.477</td>
<td>.634</td>
</tr>
</tbody>
</table>

6.5 REGRESSION ANALYSIS 2: INTRINSIC MOTIVATION AND CSR ACTIVITIES

In our second regression analysis, we used the same independent variables but changed the dependent variable to intrinsic motivation. The adjusted R-square was 0.152, meaning that the independent variables determines 15.2% of the variance in intrinsic motivation. The this rather low R-squared indicates that a 15.2 % of the deviation in the dependent variable can be statistically justified by the independent variables (Saunders et al, 2012, p. 523). Our regression analysis showed that our model was significant ($F = 6.155, \ p < .01$). Table eight shows that three independent variables had a significant positive effect on the dependent variable intrinsic employee motivation: CSR activities towards employees ($\beta = 0.068 \ p < 0.1$), CSR activities towards customers ($\beta = 0.018, \ p < 0.1$), and CSR activities towards shareholders ($\beta = 0.128, \ p < 0.1$). The B-coefficient of CSR activities towards the community, ($\beta = -0.497, \ p < 0.1$) showed a negative value which was significant, which indicates that an increase of CSR activities towards the community will negatively impact the intrinsic motivation of employees.
TABLE 8. REGRESSION ANALYSIS 2

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2,283</td>
<td>,674</td>
<td>3,387</td>
<td>,001</td>
</tr>
<tr>
<td>employee</td>
<td>,285</td>
<td>,155</td>
<td>1,843</td>
<td>,068</td>
</tr>
<tr>
<td>supplier</td>
<td>,151</td>
<td>,156</td>
<td>,966</td>
<td>,336</td>
</tr>
<tr>
<td>community</td>
<td>-,.491</td>
<td>,214</td>
<td></td>
<td></td>
</tr>
<tr>
<td>customer</td>
<td>,430</td>
<td>,179</td>
<td>2,402</td>
<td>,018</td>
</tr>
<tr>
<td>shareholder</td>
<td>,167</td>
<td>,078</td>
<td>2,152</td>
<td>,034</td>
</tr>
</tbody>
</table>

6.5 REVISED CONCEPTUAL MODEL

The two regression analyses above were conducted in order to see if the independent variables, CSR activities towards employees, CSR activities towards suppliers, CSR activities towards the community, CSR activities towards customers, and CSR activities towards shareholders had a significant effect on intrinsic motivation and extrinsic motivation, respectively. The conceptual model presented earlier in this work was created in order to present the hypothesized effect of the independent variables on the dependent variables. Now, after the statistical analysis, we can present a revised model based on our results.

With the confidence interval of 90%, we could not see any significant results when testing the independent variables on extrinsic motivation, except for CSR activities towards the employees themselves. When testing the independent variables on intrinsic motivation, we could see that CSR activities towards employees, customers, and shareholders were positively significant. Our results regarding CSR activities towards the community where indeed significant, but it did not positively impact the intrinsic motivation of employees. The statistical analysis provides us empirical results regarding our hypothesis, which is presented in table 9.

TABLE 9. REVISED HYPOTHESES

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Hypothesis</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1a</td>
<td>Firm’s CSR activities towards employees have a positive effect on intrinsic employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>H1b</td>
<td>Firm’s CSR activities towards employees have a positive effect on extrinsic employee motivation</td>
<td>Supported</td>
</tr>
<tr>
<td>H2a</td>
<td>Firm’s CSR activities towards shareholders have a positive effect on intrinsic employee motivation</td>
<td>Supported</td>
</tr>
</tbody>
</table>
### 6.6 QUANTITATIVE DISCUSSION

To begin the discussion of the quantitative data, we will discuss the findings of the descriptive statistics. First, the means demonstrate the average response when taking into account all 118 respondents. Every construct except for shareholder related CSR activities had a mean greater than 4 on a 1-6 scale. This demonstrates that the other six constructs were considered as being good motivators for employees. Previous research has shown that CSR activities towards different stakeholder groups has an effect on employee motivation (Khan et al., 2014, p. 82; Skudiene & Auruskeviciene, 2012, p. 62-63). These
rather high means were expected since previous research has shown that employees are affected by these different CSR activities. According to Peloza and Shang (2011, p. 119), CSR activities provide added value to internal stakeholders and external stakeholders, which is why we believe we have received high means. We believe that adding value aids in motivating employees. The difference between the highest mean and lowest mean was just 1.34 which demonstrates that the employees of Sodexo did not vary much on their answers between the different CSR activities. From analyzing the means, one can see that Sodexo’s employees did agree with the different statements about their shareholders, as the mean for the shareholder construct was 3.59 on a 6-point scale. The means demonstrate that Sodexo employees do agree with the statements which suggests that they are satisfied by providing returns to shareholders, motivated by providing returns, or being interested because they can potentially help shareholders. The means also demonstrate that customers appear to be the most important stakeholder group because it had the highest mean of 4.93, which we think this results stems from the fact that Sodexo is a service company which infers that they care about their customers. According to Longo et al. (2005, p. 32), customer related CSR value classes include the quality of the service, safety of customer when using the product/service, customer complaints, and providing truthful information to customers. Therefore, Sodexo’s employees, as a result of the high means, agree and value these different value classes. On the other hand, CSR activities related to employees had the second lowest mean of 4.38. The fact the mean is lower than the other means demonstrates that Sodexo’s employees only somewhat agree that Sodexo helps fulfill the employee value classes according to Longo et al. (2005, p. 31) which include health and safety at work, development of skills, wellbeing and satisfaction of the worker, and social equity. Employees still agreed with the statements but since they only somewhat agreed with the statements we can see that this is a place where Sodexo can improve. We can infer that Sodexo is fulfilling these value classes somewhat but yet there is still room for improvement. Also, if one compares the means of intrinsic and extrinsic motivation with one another one can argue that Sodexo’s employees are more intrinsically motivated than extrinsically motivated. Intrinsic motivation had a mean of 4.93 which is close to five which would correlate to most Sodexo employees agreeing with the statements that would mean that they are intrinsically motivated. Furthermore, it is interesting to note that the standard deviation for both intrinsic and extrinsic motivation were 6.23 and 6.79, respectively, demonstrating that Sodexo’s employees are motivated in similar ways. A possible explanation for why Sodexo’s employees we surveyed were more intrinsically motivated than extrinsically motivated can account to the fact the respondents were mainly white collar, office workers. For example, the higher up one is on Maslow’s hierarchy of needs (1943), the less important money becomes inferring that the more important intrinsic motivation becomes (Oleson, 2004, p. 91). Several studies have also proven that intrinsic rewards are a better way to motivate employees in comparison with extrinsic rewards (Aguinis et al., 2013, p. 247; Long & Shields, 2010, p. 1164), which supports why Sodexo’s employees agreed more with questions regarding intrinsic motivation rather than extrinsic motivation.

When it came to the employees perceptions of the community related CSR activities, the mean was 4.56, which is relatively high. This demonstrates that the majority of Sodexo employees wanted to respond to the value classes of the community, which Longo et al. (2005, p. 32) described as creating added value for the local community and environmental concerns and safety in the local community. Previous research has shown that CSR activities towards the community positively impacts motivation amongst the
employees (Khan et al., 2014, p. 82; Skudiene & Auruskeviciene, 2012, p. 62-63). We believe that the high means are not surprising since previous research has shown that CSR activities towards the community positively affects motivation. Moreover, the employees are often part of the local community, meaning that they are likely to be affected by issues such as environmental concerns and safety. One could argue that this makes it important for the employees that their company are conducting relevant CSR activities towards the community since it is likely to directly or indirectly affect their employees. However, our regression analysis proved that Sodexo employees are not motivated intrinsically or extrinsically by helping the environment which will be discussed further down in this chapter.

In our first regression analysis, we tested the construct of CSR activities towards employees and its’ impact on extrinsic employee motivation. We could see that this construct had a significant effect on extrinsic employee motivation. This is contradictory to the results presented by Khan et al. (2014, p. 82) since their results indicated that there is an insignificant relationship between this construct and the dependent variable, extrinsic motivation. In the case of Sodexo, this implies that their employees do consider CSR activities towards employees as an extrinsic motivator. Longo et al. (2005, p. 31) divided the expectations of employees to health and safety at work, development of their skills, wellbeing and satisfaction and quality of work, and their social equity. Our study suggests that a firm will enhance the employee’s extrinsic motivation by providing the employees what they demand according to the value class. Extrinsic motivation is an activity that someone partakes in order to receive a separable outcome from performing the task (Amabile, 1993, p. 188; Ryan & Deci, 2000, p. 60). We argue that our results can be explained by the possibility that employees might consider that CSR activities concerning the value classes of Longo et al. (2005, p. 31), which are health and safety at work, development of workers skills, wellbeing and satisfaction and quality of work, and their social equity, might help them to attain a separable outcome by performing these tasks. For example, the value class of developing workers skills leads to strengthening competences amongst the employees, where the separable outcome would be in this case improved career opportunities.

The second construct we tested in our regression analysis was the firm's CSR activities towards shareholders and how it impacts extrinsic motivation. Our results suggest that this relationship is insignificant. Shareholder theory suggests that shareholders are mainly interested in maximizing profits for themselves (Mansell, 2013, p. 583). Since we could not find any previous research that investigated how fulfilling shareholder interests in regards to CSR impacts extrinsic employee motivation, we could not compare our results to previous research. Since there were no previous studies who took shareholders into account, we expanded the grid of values presented by Longo et al. (2005, p. 31) by adding shareholders with the value classes of maximizing profits for themselves and providing full returns. However, through our empirical findings, we can see that the relationship between CSR activities towards shareholders and extrinsic employee motivation was insignificant. An explanation of these results stems from that the employees of Sodexo do not recognize that they are getting a separable outcome from maximizing profits or providing full returns to their owners. Thus according to the definition of extrinsic motivation, which states that one performs a task in order to attain a separable outcome (Amabile, 1993, p. 188; Ryan & Deci, 2000, p. 60), the employees are not being extrinsically motivated. It might be that Sodexo’s managers do not reward their employees enough when the organization is doing well according to the owner’s interests.
of maximizing profits and providing full returns, which hinders the employee's ability to feel extrinsically motivated by these performances.

The third construct we tested in our first regression analysis was the firm's CSR activities towards suppliers and its' impact on extrinsic motivation. We could not see any significant results supporting this relationship. This is contradictory to the findings of Khan et al. (2014, p. 82) who found a significant relationship between CSR activities directed towards suppliers or business partners as they referred to it and extrinsic motivation amongst employees. We think that our results suggest that the effects on employees’ extrinsic motivation from CSR activities towards suppliers depends on the context of an organization. It is hard to present what factors determine the impact of such activities on extrinsic motivation, but possible factors could be organizational relations to the suppliers, personal relations to the suppliers and/or the frequency of personal interaction with the suppliers. We interpret that our results show that there must be a difference in the context of Sodexo compared to the companies studied by Khan et al. (2014, p. 82) who presented a significant relationship between extrinsic motivation and CSR activities towards suppliers. However, the empirical material we have gathered has not given any suggestions of what key-factors determines whether or not CSR activities towards suppliers affects extrinsic motivation. It is possible that Sodexo’s employees are not motivated by supplier related CSR activities because they take for granted the relationship that they have with suppliers. Their partners have to be up to standard with Sodexo’s CSR practices so many employees would never have experienced a partner that was worked unethically.

Another contradictory result in comparison to Khan et al. (2014) was our fourth construct, CSR activities towards the community. Whilst the results of Khan et al. (2014, p. 81) indicated a significant positive relationship, our results indicated an insignificant relationship between this construct and extrinsic motivation amongst employees. Moreover, our results showed that the B-coefficient was negative, which although the relationship was insignificant, indicates that CSR activities towards the community even negatively impacts the extrinsic motivation of employees. Although the relationship was insignificant, there is an indication that the more CSR activities Sodexo’s employees partake in which are directed towards the community the less they will be extrinsically motivated. The idea of a separable outcome, part of the extrinsic motivation definition by Amabile (1993, p. 188) and Ryan and Deci (2000, p. 60), does not motivate the employees to partake in an activity. This implies one of two things: that Sodexo’s employees only receive intrinsic motivation by partaking in CSR activities related to the community or they are not motivated at all by partaking in CSR activities related to the community. As one will see later on, Sodexo’s employees were not intrinsically motivated by participating in CSR activities related to the community which infers they do not receive motivation from helping the community. Sodexo has been in the media a lot lately concerning their CSR programs with the local community. It is possible Sodexo’s employees are tired of the media coverage which could lead to the lack of motivation in helping the community.

The last construct tested in our first regression analysis was the relationship between CSR activities conducted by the firm towards customers and extrinsic motivation. CSR activities conducted towards customers had an insignificant relationship with extrinsic motivation. Khan et al. (2014, p. 81) discovered similar findings where they rejected their hypothesis that extrinsic motivation was impacted by CSR activities conducted towards
customers. We can explain the insignificant relationship between the two factors by inferring that Sodexo’s employees are intrinsically motivated by helping customers instead of being extrinsically motivated. Helping customers does not provide the employees with any kind of separable outcome. On the contrary, employees are motivated by doing the work itself which in this case would be providing a good quality service for customers. Being motivated by doing the work itself comes from the definition of intrinsic motivation by Amabile (1993, p. 188) and Ryan and Deci (2000, p. 56).

In general for our regression analysis of constructs in relation to extrinsic motivation, it seems that except for CSR activities towards the employees, none of our constructs have a significant relationship with extrinsic motivation. According to the definition of extrinsic motivation above, extrinsic motivation is about getting a separable outcome or complete a goal separable to the outcome of the task (Amabile, 1993, p. 188; Ryan & Deci, 2000, p. 60). It seems that when Sodexo’s employees are conducting these activities, employees are having a hard time to be motivated by a separable outcome or an external goal. We think this indicates that Sodexo has a flawed incentive system in regards to extrinsic motivation.

In our second regression analysis, we tested the same constructs regarding CSR activities and their relationship with intrinsic motivation. The first construct we tested in this regression analysis was CSR activities towards employees, which showed a significant relationship with intrinsic motivation. These results were in alignment with the results from Skudiene and Auruskeviciene (2012, p. 62) whose study also showed a positive relationship between CSR activities towards employees and intrinsic motivation. This implies that CSR initiatives undertaken by the employees themselves will strengthen the intrinsic motivation of the employees. When looking into stakeholder theory, Longo et al. (2005, p. 31) summarizes the expectations of the stakeholder group employees by stating that they demand health and safety at work, development of their skill, wellbeing and satisfaction, and social equity. Our findings suggest that when the company fulfills the demands of these value classes, workers will become more intrinsically motivated. Sodexo’s employees are intrinsically motivated by CSR tasks that are in place for themselves because it helps keep them interested and satisfied in their work. This is according to the definition of intrinsic motivation which says that one is intrinsically motivated if they are in fact interested and satisfied by completing a task for the sake of the task (Ryan & Deci, 2000, p. 56).

The second construct we tested in our second regression analysis was the relationship between CSR activities directed towards shareholders and intrinsic motivation. Our regression analysis showed a positive B-coefficient with a significant relationship between the independent and the dependent variable. Previous research on the relationship between shareholder related CSR activities and intrinsic motivation has not been studied, so we cannot compare our results to previous studies. However, our findings indicate that CSR activities towards the shareholder, in this case maximizing their profits, will increase the intrinsic motivation of the employees. Ryan and Deci (2000, p. 56) defined intrinsic motivation as being interested in the task itself or getting satisfaction from completing the task. Our results can be interpreted by the fact that Sodexo’s employees are actually receiving satisfaction from providing returns to Sodexo’s owners which in turn increases intrinsic motivation. Deci (1975, p. 100) stated that one can be extrinsically motivated by having a need to feel competent and self-determined in relation to the environment that they are in. It might be that when the organization is providing
owners with full returns or maximized profits, the employees feel competent and self-determined by being a part of such achievements. In the business environment, the overall goal is to make as high profits as possible, thus the employees would be determined to achieve this accomplishment of making the highest possible profit which ultimately motivates them intrinsically.

The third construct we tested was the relationship between CSR activities directed towards suppliers and intrinsic motivation. In this case, we could not identify a significant relationship with intrinsic motivation. This does not support the findings of Skudiene and Auruskeviciene (2012, p. 62) who concluded in their study that CSR activities conducted towards suppliers enhances intrinsic motivation amongst the employees. It might be that the context of Sodexo differs from the organizations studied by Skudiene and Auruskeviciene (2012). As we discussed earlier in this analysis, it might be that factors such as organizational relations to the suppliers, personal relations to the suppliers and/or the frequency of personal interaction with the suppliers affects how CSR activities towards the suppliers will affect the motivation amongst employees. We think that relations and the context of the organization are to be considered as determinants of whether CSR activities towards suppliers affects intrinsic motivation amongst employees or not.

The fourth construct in the second regression analysis was the relationship between intrinsic motivation and CSR activities towards the community. Community related CSR activities had a significant relationship with intrinsic motivation. However, this relationship is negative as a result of the negative B-coefficient. This means that the more community related CSR activities Sodexo participates in, the less intrinsically motivated Sodexo’s employees will be, hence the negative relationship between the two. This contradicts the results of Skudiene and Auruskeviciene (2012, p. 62) who found a positive relationship between CSR activities related to the community and intrinsic motivation. Khan et al. (2014, p. 82) were also able to find a positive correlation between the two constructs. Our results appear to be unique when compared to previous studies and we believe this may be a consequence of Sodexo Sweden’s recent media attention for their CSR work. It may be that the issue is not perceived by the employees as an issue for the company or the employees themselves. This could possibly mean that the lack of participation backfires negatively on intrinsic motivation when connecting it to the construct of helping the community. Another possible explanation of our results could be that employees feel conducting CSR activities towards the community is a part of their job which does not motivate them one way or another but it simply a task that they have to complete.

Finally, we analyzed the relationship between customer related CSR activities and intrinsic motivation. Our results proved to be significant with a positive B-coefficient. In other words, customer related CSR activities which according to Longo et al. (2005, p. 31) is providing quality, truthful information, answering customer complaints, and having services that meet legal standards, do have a positive effect on intrinsic motivation. Skudiene and Auruskeviciene (2012, p. 61) found a positive relationship between the two factors, however Khan et al. (2008, p. 82) could not accept that these two factors had a positive correlation which led them to reject their hypothesis. We can explain our results being in line with Skudiene and Auruskeviciene (2012, p. 61) due to the work itself being motivation as stated by Amabile (1993, p. 189) and due to the industry in which Sodexo operates. Intrinsic motivation can come from a product or service focus which means that
when an employee knows their service will help a consumer in some way they will be motivated to work harder (Amabile, 1993, p. 189). Thus it is not the work itself that is motivating but yet the user being satisfied is motivating (Amabile, 1993, p. 189). Also, Sodexo is in the service sector so therefore providing a good service is their ultimate goal as far as the customer is concerned. An employee who provides a good service is not necessarily intrinsically motivated by providing a good service for the customer. Employees can be intrinsically motivated by the process of doing a task which is how Deci and Ryan (1985) view intrinsic motivation (Amabile, 1993, p. 189).
7.0 TRIANGULATION

In this chapter we will present our triangulation which will be a discussion combining the results of our quantitative and qualitative studies. The triangulation is organized by comparing and discussing the results of our qualitative and quantitative studies regarding extrinsic and intrinsic motivation and the effects of CSR activities focusing on different stakeholder groups.

7.1 EXTRINSIC MOTIVATION

Our results demonstrate that Sodexo does not give any kind of monetary rewards when an employee performs well. The results instead showed that monetary rewards are only given to managers in cases of good achievement. Instead Sodexo’s employees are rewarded by receiving appreciation from their managers when they perform well. Appreciation is a form of extrinsic motivation (Mahazril et al., 2012, p. 238). It is possible that managers do not see appreciation as being a form of an external reward. It seemed that the majority of the managers thought of monetary rewards such as salary and bonuses as being extrinsic rewards and did not think of things such as recognition and appreciation which most of the managers used in order to motivate their employees.

The results of our quantitative study demonstrated that extrinsic motivation had a mean of 4.35 on a 6-point Likert scale. Thus one can see that Sodexo’s employees leaned towards strongly agreeing with the statements about how motivated they are by extrinsic motivation. This means that they agree with statements that say that they are motivated by how much money they make, that their current wage is satisfactory, that promotion opportunities affects their motivation, and that being appreciated by their managers increases their motivation. Previous research such as Amabile (1993, p. 189) has shown that extrinsic motivation plays a big role in motivating employees to perform a task. These results were expected since it is well known that extrinsic motivators such as monetary rewards (Sekhar et al., 2013, p. 476), recognition (Long & Shields, 2010, p. 1148, and introjection (Ryan & Deci, 2000, p. 62) helps to increase extrinsic motivation. Our Pearson correlation demonstrated that there was a positive correlation between extrinsic motivation and CSR activities related to employees, suppliers, and the community. The positive correlation between extrinsic motivation and CSR activities related to employees is supported by what one manager said that seeing the recognition that Sodexo’s CEO is receiving in the media helps motivate employees. The employees themselves may want that same kind of recognition which could explain why employee activities relate to extrinsic motivation. The relationship between these factors will be discussed further when we discuss the different CSR activities.

The findings show that Sodexo’s managers feel that their employees are motivated by appreciation and recognition. Sodexo’s employees supported what their managers said about the fact that they are motivated by appreciation and recognition. However, employees responded that they are motivated by wage and promotion opportunities which were types of extrinsic motivation not mentioned by the managers. This refers to that employees are motivated by social recognition, a non-monetary form of extrinsic motivation (Long & Shields, 2010, p. 1146). An explanation of why employees are extrinsically motivated stems from Ryan and Deci (2000, p. 60), where the authors discuss that employees complete a task to attain a separable outcome. This is a logical explanation of why Sodexo’s employees would be extrinsically motivated. They have a job, and part of the job is to help society. However, it is likely that they have a job in order to attain a separable outcome other than completing the work. As supported by the managers, recognition and appreciation are two reasons why employees work. Moreover,
the employees made it clear that pay and promotion opportunities are also reasons for why they are motivated.

7.2 INTRINSIC MOTIVATION

Several of Sodexo’s managers discussed that as long as their employees get paid first, then they want to be intrinsically motivated and feel good about the work they are doing. These findings can be explained by Maslow’s (1943) hierarchy of needs where one cannot move up the hierarchy until a lower order need is met. Just like one manager saying that he believed his employees were more intrinsically motivated but not if they are only coming to work to put in their eight hours and receive a paycheck. Since the majority of the respondents of our survey were office workers it is possible that they are not just coming to work to get a paycheck but yet that they are intrinsically motivated. This is supported by Ryan and Deci (2000, p. 56) definition of intrinsic motivation which states that a person is intrinsically motivated if they enjoy the task or get satisfaction from completing a task.

Intrinsic motivation yielded a mean of 4.93 on a 6-point Likert scale in our quantitative study. This is rather high which demonstrates that most of the respondents said that they agree with statements about how intrinsically motivated they are. When we asked the managers if they think their employees are more intrinsically or extrinsically motivated, they said that they are more intrinsically motivated. This is supported by the results of our quantitative study, where more of Sodexo’s employees said that they are more intrinsically motivated than extrinsically motivated. Several studies have also proven that intrinsic rewards are a better way to motivate employees in comparison with extrinsic rewards (Aguinis et al., 2013, p. 247; Long & Shields, 2010, p. 1164). Also, after conducting our regression analysis we could see that there were more sets of CSR activities directed towards different stakeholder groups that positively correlated with intrinsic motivation than extrinsic motivation. Our Pearson’s correlation test demonstrated that all CSR activities had a positive correlation with intrinsic motivation at a significant level. In our quantitative analysis we conducted a regression analysis to see how intrinsic motivation was related to the different CSR activities. The regression analysis demonstrated that employee, shareholder, and customer related CSR activities positively correlated with intrinsic motivation. This is further proof of what managers said about their employees being most motivated by intrinsic rewards. One result that does not hold true is that managers thought that CSR activities related to the community were important but this had a negative correlation according to the regression analysis. This surprising finding will be discussed in more depth further down in the triangulation.

These results are similar to findings of previous studies, for example the results of Skudiene and Auruskeviciene (2012, p. 62-63) which showed that intrinsic motivation is important for employee motivation, and that it can be increased by CSR. We think this might explain our results from both the quantitative and qualitative study which displayed intrinsic motivation as the most important motivator, since intrinsic rewards work better as a motivator, especially since intrinsic motivation according to Ryan and Deci (2000, p. 56) regards the completion of a task itself, not the rewards one could get from completing the task. Our results are in alignment with previous research which according to Aguinis et al. (2013, p. 247) and Long and Shields (2010, p. 1164) deems intrinsic motivation as a better motivator compared to extrinsic motivation, which we think explains why Sodexo’s managers and employees also regards it as a better way to motivate employees. We think that this could be an effect of the reward systems of Sodexo, where no monetary rewards are provided, with the exception of salary. We argue
that this fact helps to understand why employees of Sodexo perceive intrinsic motivation as a better motivator.

7.3 CSR ACTIVITIES TOWARDS EMPLOYEES

In our interviews we asked the interviewees about their thoughts of CSR activities towards employees and their view of how this impacted motivation amongst the employees of Sodexo. Almost all of the interviewees brought up employees as one of the most important stakeholder groups of Sodexo, and they were consistent in that it was important to guard the interests of this particular stakeholder group. The reason managers may fulfill the interests of their employees so well is because employees are an important stakeholder group (Aoki, 1982, p. 62; Skudiene & Auraskeviciene, 2012, p. 52). The interviewees’ perception was that their employees were important and knew their business would not survive without them. The interviewees brought up issues such as health and safety at work, and the importance providing the employees good working conditions. Moreover, many of Sodexo’s managers raised issues such as development of worker skills, diversity, and inclusion in the workforce, which can be seen as social equity, and it was a well-integrated part of their strategic planning. The activities that managers discussed are closely related to the study conducted by Longo et al. (2005, p. 31), who brought up important value classes for employees, such as health and safety at work, development of workers’ skills, wellbeing and satisfaction of the quality of work, and social equity. Interviewees explained that they tried to incorporate job rotation in the job design of their employees, and that they tried to give their employees responsibility in order to motivate them to work. Ryan and Deci (2000, p. 56) have acknowledged the definition of intrinsic motivation as being in terms of both a task being interesting to a person and/or the task giving a person satisfaction for completing a task. These findings suggest that managers of Sodexo think that CSR activities towards employees does have a positive effect on intrinsic motivation by empowering employees through job design.

Survey answers concerning how much Sodexo encourages a healthy lifestyle at work yielded quite mixed results. This is a contradiction to what one manager stated saying that Sodexo encourages everyone to be healthy in terms of eating and working out. In our opinion, managers are likely and expected to give the perception that they are acting in the best interest of their employees. They may even feel that they are acting in the best interest of their employees. However, this is not always the case and that could explain why employees do not agree. Employees may not disagree because their managers do not care but because they do not realize that they are not doing enough.

Next, managers were adamant in saying that Sodexo helps in the development of workers skills. Almost every manager mentioned things such as training programs, yearly meetings to discuss development, and feel good stories about employees who started at the bottom and made it to management. This fell under our network analysis theme of communication which was discussed thoroughly by many of the managers. Providing training programs for employees is one of the value classes in Longo et al.’s (2005, p. 31) study of what employees should expect from their employer. This helps to explain why managers at Sodexo said that they have these kinds of programs. On the other hand, survey respondents leaned towards agreeing with that Sodexo helps their development. This demonstrates that the employees are not as convinced as their managers about the fact that Sodexo helps employees grow within the company but still the majority of respondents, about two thirds, agreed with their managers. One possible reason for why there was one third of the respondents who did not seem to agree with their managers could be a result of them not being aware of the programs that are available. If managers
say programs are available and give stories about employees who have grown in the company then they must be actual. Although, it is possible that not all employees are aware of these programs.

One of our themes of our qualitative analysis was diversity. When asked about CSR, many of Sodexo’s managers discussed the importance of diversity in the workforce. This is related to the social equity value class established by Longo et al. (2005, p. 31). From our regression analysis we can see that CSR activities related to employees have a positive correlation with both intrinsic and extrinsic motivation. In other words, CSR activities related to employees will make an employee more motivated to work. Sodexo’s managers thought this would be the case because things such as diversity, ability to grow within the company, safe working conditions, and enjoyable work would all impact motivation in a positive way. This was supported by the results of the quantitative study. Sodexo encourages CSR, and diversity is an important part of CSR as discussed by Skudiene and Auruskeviciene (2012, p. 52). Thus one can see Sodexo encourages diversity and employees who want to work for an employer who encourages diversity would be happy with the way the issue is dealt with at Sodexo which would lead to them wanting to work at Sodexo.

These findings demonstrate that the managers of Sodexo talked about similar issues as the ones that were tested in the statistical analysis based on the results of our survey which were gathered from Longo et al.’s (2005, p. 31) value classes. The results of our regression analysis showed that managers shared the perceptions with their employees regarding CSR activities towards employees and its impact on motivation. The regression analysis showed that employees were both intrinsically and extrinsically motivated when CSR activities are conducted towards them in order to help with their demands according to their value classes. These findings imply that the results of the quantitative and qualitative studies regarding CSR activities towards employees were similar, and that managers had understood what the employees want in this particular case. We think that this might be based on the fact that the managers have understood the value classes of employees, and therefore, it might be that they are planning and implementing activities according these value classes, which brings value to this particular stakeholder group. Also, previous studies conducted by Skudiene and Auruskeviciene (2012) and Khan et al. (2014) demonstrated that CSR activities related to employees had a positive effect on intrinsic motivation in the case of Skudiene and Auruskeviciene (2012) and on both intrinsic and extrinsic motivation in the case of Khan et al. (2014).

7.4 CSR ACTIVITIES TOWARDS THE COMMUNITY

Interviewees discussed that they tried to deal with issues such as diversity and inclusion, helping the community through their stop hunger program, waste reduction, and overall to lower their impact on the environment. Longo et al. (2005, p. 31), explained the value classes of the stakeholder community as: creation of value for the community, and environmental safety and protection. Since Longo et al. (2005, p. 31) presented these value classes as the main CSR interests of this particular stakeholder group, we think it is expected that a company such as Sodexo with a well-developed CSR program, which partly focuses on the community, should try to meet these demands or interests. We think that the value classes towards the community explains the results we got from the interviewees since it according to Jones & Wicks, (1999, p. 208-209) should be the objective of a firm's CSR program to balance the interests of different stakeholder groups interests. Further, a majority of the interviewees thought that the CSR activities conducted
by Sodexo, for example the cooperation with Stadsmissionen and the stop hunger program, would positively impact the motivation amongst the employees, and some even mentioned it as an important motivator. Some interviewees were more skeptical towards how CSR activities towards the community would affect the motivation amongst the employees of Sodexo and some even claimed that these types of activities would not affect the motivation amongst the employees. Previous research has shown that CSR activities towards the community helps to increase the motivation of employees (Khan et al., 2008, p. 82; Skudiene & Auruskeviciene, 2012, p. 62), which explains why a majority of interviewees thought that CSR activities towards the community are important for employee motivation. One could also assume that employees should show interest in the community, for example regarding environmental concerns since it has effects on themselves as a part of the community, and these matters are getting a lot of attention in today’s society, for example in the media.

The construct regarding CSR activities towards the community was separately connected to both extrinsic and intrinsic motivation in the regression analysis. The regression analysis demonstrated some contradictory results since it not only differed from the perceptions of the managers, but it also differed from previous research (Khan et al., 2008, p. 82; Skudiene & Auruskeviciene, 2012, p. 62) which demonstrated a positive significant relationship between CSR activities towards the community and employee motivation. In fact, our regression analysis showed that there is a significant relationship between CSR activities conducted by Sodexo towards the community and intrinsic motivation, but the relationship was negative. This implies that an increased amount of CSR activities towards the community will actually reduce the intrinsic motivation amongst the employees of Sodexo. A possible explanation could be that the negative impact of CSR activities towards the community on employee motivation is based on the context of Sodexo, where the company and its representatives have been visible a lot in the media recently. It might be that Sodexo’s employees do not perceive the issues of the community as an issue for themselves or Sodexo, meaning that a possible lack of participation backfires negatively on how intrinsically and extrinsically motivates the employees of Sodexo.

We can conclude that for the CSR activities towards the community and their impact on employee motivation, the results from the quantitative and the qualitative part of our study are different. No interviewee predicted that CSR activities towards the community negatively impacts the motivation amongst employees. This is important in the case of Sodexo because the CSR activities towards the community are such an important part of their strategic work and their CSR program.

7.5 CSR ACTIVITIES TOWARDS SHAREHOLDERS

The results we obtained from our interviews regarding how managers perceive the impact of shareholder activities on their employees’ motivation were rather consistent, where most of the respondents thought that these types of activities (providing full returns and maximizing profits) which was based off of Mansell (2013, p. 583) would not positively affect the motivation of the employees. This result implies that the interviewees did not think that their employees were motivated by meeting these value classes of the owners of Sodexo. Sodexo’s managers simply did not think their employees would be motivated by only knowing they were maximizing profit and providing returns to shareholders.
From our survey results one can see that the construct of shareholders yielded the lowest mean of 3.59 on a 6-point Likert scale. The mean of this descriptive demonstrates that this is the construct that employees agreed the least with the value classes of providing full returns and maximizing profits for shareholders. We tested this construct separately with extrinsic and intrinsic motivation in the regression analysis. From our regression analysis we could see that the relationship between CSR activities towards shareholders and intrinsic motivation differed from the relationship between CSR activities towards shareholders and extrinsic motivation. According to our regression analysis, the Sodexo employees were not extrinsically motivated by providing full returns or maximizing profits to the owners of Sodexo. However, we could see that the employees were intrinsically motivated by providing full returns or maximizing profits to the owners of Sodexo. We think that these results have to do with the reward system of Sodexo where employees do not get extrinsically rewarded enough, for example through monetary rewards, when conducting CSR activities towards owners of Sodexo. This could be an effect of the perception of the managers, which perceived that employees did not care for shareholder interests. It might be that managers have disregarded relationships between employees and owners, which means that they do not help to extrinsically motivate their employees when conducting these activities. We argue that there is a relationship between the employees and the owners that affect employee motivation, which is illustrated by our regression analysis which proved that employees are intrinsically motivated by providing returns to shareholders. Our results from the interviews demonstrates that this relationship is not recognized by most interviewees, which might help to explain why their employees are not extrinsically motivated by this performance.

The difference between the responses of the managers and the responses of the employees demonstrates that most of the managers thought that CSR activities towards shareholders would not affect the motivation amongst employees while employees proved that they would be intrinsically motivated by it. Kakabadse et al. (2005, p. 291) suggested that stakeholder theory is an extension of the shareholder model meaning that a firm has a responsibility to its’ stakeholders in addition to making profit. In other words, it is still important for firms to concentrate on making profit but also to keep all stakeholders in mind. Our results imply that CSR activities towards shareholders is something that firms can keep in mind when evaluating what kind of information they want to provide to their employees since it can help them by increasing their intrinsic motivation.

7.6 CSR ACTIVITIES TOWARDS CUSTOMERS

A majority of the managers stated that CSR activities conducted towards customers were definitely motivating factors for employees in regards to providing quality services. Managers said that employees are motivated by providing good services to customers. Amabile (1993, p. 189), explained that an employee is intrinsically motivated if they know that what they are working on, for example a product or a service, can help the customer who buys it. Due to the fact that research of Amabile (1993, p. 189) has shown that a product or service focus can correlate to intrinsic motivation, we think this helps to explain why interviewees perceived CSR activities towards customers as a motivator of their employees. One could argue that this gives the work of the employees a higher purpose since they know that they are filling one of the value classes of customers according to Longo et al (2005, p. 32) which is providing quality of services to customers.

The mean of customer activities was 4.93 on a 6-point Likert scale. These results demonstrates that Sodexo’s employees agreed with most of the questions about
customers. When one looks at Longo et al.’s (2005, p. 32) value classes for customer related CSR activities one can see the quality of services as being one of the value classes. 70 percent of Sodexo’s employees answered a 5 or 6 on the Likert scale for the question of whether or not the quality of services Sodexo provides gives satisfaction to employees. Another one of Longo et al.’s (2005, p. 32) value classes for customers involved receiving feedback and answering customer complaints. 71.4 percent of the survey respondents were above a 4 on the 6 point Likert scale for this question.

The Pearson correlation showed no significant relationship between CSR activities related to customers and extrinsic motivation; however there was a significant relationship between CSR activities related to customers and intrinsic motivation. Furthermore, the regression analysis we conducted between CSR activities and intrinsic motivation proved to be significant and had a positive correlation. On the other hand, the correlation between extrinsic motivation and CSR activities related to customers was not significant, meaning there was not a strong correlation between the two constructs. This might mean that employees provide quality services not for some kind of external reward but because they genuinely care about the customer. They are not providing good quality in order to receive some kind of external reward like money, recognition, or appreciation. This is in line with the definition of intrinsic motivation by Amabile (1993, p. 188) which states that an employee is intrinsically motivated if they seek enjoyment, satisfaction, self-expression, or if they take the task as being a personal challenge. Another possible explanation could be that Sodexo’s employees care about the way in which they complete a job or task. Amabile (1993, p. 189) proved that providing good services or products helps to increase intrinsic motivation. This fact was also shown in the study conducted by Skudiene and Auraskeviciene (2012, p. 62-63) who showed that intrinsic motivation increases by CSR activities towards the customers. We think that employees are motivated by the task itself, by solving a challenging problem which will add value to the customers, and in terms of intrinsic motivation, the employees themselves. We argue that this is supported by our own study where our results demonstrated that employees are more intrinsically motivated than extrinsically, which helps to explain our results.

The results regarding the impact of CSR activities towards the customers’ impact on employee motivation demonstrated that both managers and employees perceived it as a motivator. However, the regression analysis showed that employees were not extrinsically motivated by CSR activities towards customers. Extrinsic motivation is often connected to the opportunity of achieving an external reward or a separable outcome from performing a task (Amabile, 1993, p. 188; Ryan & Deci, 2000, p. 60). Our results can be explained by that the employees of Sodexo do not regard CSR activities towards customers as an opportunity to achieve a separable outcome from CSR activities of Sodexo towards customers. Our results from the interviews demonstrated that they would be motivated by this set of CSR activities, whilst the results from the regression analysis showed they were intrinsically motivated. CSR activities towards the customers will help to increase intrinsic motivation amongst employees (Amabile, 1993, p. 189; Skudiene and Auraskeviciene 2012, p. 62-63). Therefore the results from our regression analysis support previous research.

7.7 CSR ACTIVITIES TOWARDS SUPPLIERS
In our interviews the subject of CSR activities towards the suppliers of Sodexo were often discussed. The managers mentioned the codes of conduct which suppliers of Sodexo must agree on in order to ensure that they are operating in a sustainable way. When discussing
with the managers how these codes of conducts, which works as a selection and analysis system of suppliers, impacted motivation, the answers we received were quite diverse. Some of our interviewees thought that it had some impact on the motivation of employees, whilst some thought that it did not. This made it hard for us to draw any conclusions about the perceptions of managers on how CSR activities towards the suppliers would affect the employee motivation. Instead, we must note that opinions differed amongst the interviewees. The managers who thought that employees would be motivated by CSR activities related to suppliers are supported by Skudiene and Auruskeviciene (2012, p. 62) and Khan et al. (2014, p. 82) in relation to the value classes by Long et al. (2005, p. 31) which showed that these activities positively affected motivation amongst employees. However, the results demonstrate that the managers who predicted that employees would not be motivated are not supported by literature. An explanation to why some managers did not think their employees would be motivated by CSR activities related to suppliers could be that some employees do not work closely with suppliers. Thus, they would not see the effects or the importance of their partnerships. Some managers dealt directly with suppliers and saw the importance of their relationship with Sodexo and thought that their employees would feel the same way. On the other hand, the managers who did not work directly with suppliers may have not been able to see the importance themselves and understood that their employees would not see the importance either.

We tested the relationship between CSR activities towards suppliers and motivation in a regression analysis where we separately tested its’ effects on intrinsic and extrinsic motivation. The regression analysis demonstrated that CSR activities had no significant relationship with intrinsic motivation, meaning that this set of activities will not help to increase the intrinsic motivation amongst the employees. We received similar results when we tested the relationship between these activities and extrinsic motivation, meaning that neither types of employees’ motivation was positively impacted by this set of activities towards the suppliers. This result implies that we cannot prove that CSR activities towards suppliers will affect the motivation amongst the employees.

The CSR activities towards suppliers are based on Longo et al.’s (2005, p. 31) value classes which are having good partnerships between the ordering company and the supplier, and creation of selection and analysis systems of suppliers. The employees were not intrinsically motivated which does not match the previous research of Skudiene and Auruskeviciene (2012, p. 62) and Khan et al. (2014, p. 82) who discovered employees were intrinsically motivated by CSR activities related to suppliers. A possible explanation for why Sodexo’s employees are not motivated by CSR activities related to suppliers and why some managers did not think their employees would be motivated could be because they have taken for granted these relationships. Sodexo is a strong advocate for CSR and has had ethical partner relationships for a long time. Employees and managers alike expect to have good partner relationships which could be a possible explanation for why employees are not motivated by these partnerships.

7.8 SUMMARY OF TRIANGULATION

In table ten below, we have provided a summary of the results of our triangulation. The first column refers to the different CSR activities for each stakeholder group. The second column gives the perceptions of managers regard the effects of different CSR activities on employee motivation, whilst the third column gives the perceptions of employees on the effects of different CSR activities effect on extrinsic and intrinsic employee motivation.
<table>
<thead>
<tr>
<th>CSR activities towards employees</th>
<th>Managers’ perceptions</th>
<th>Employees’ perceptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>… have a positive effect on intrinsic motivation by empowering employees through job design, diversity, and inclusion. … have a positive effect extrinsic motivation through appreciation, recognition, and strategic planning</td>
<td>… have a positive effect on intrinsic motivation … have a positive effect on extrinsic motivation</td>
</tr>
<tr>
<td>CSR activities towards the community</td>
<td>… have a positive effect on intrinsic and extrinsic motivation through firms conducting environmental and/or social activities</td>
<td>… do not positively affect intrinsic motivation … does not positively affect extrinsic motivation</td>
</tr>
<tr>
<td>CSR activities towards shareholders</td>
<td>… do not positively affect motivation</td>
<td>… have a positive effect on intrinsic motivation … do not positively affect extrinsic motivation</td>
</tr>
<tr>
<td>CSR activities towards customers</td>
<td>… have a positive effect on intrinsic motivation by providing quality services to end users or customers</td>
<td>… have a positive effect on intrinsic motivation … do not positively affect extrinsic motivation</td>
</tr>
<tr>
<td>CSR activities towards suppliers…</td>
<td>… showed mixed results on motivation. Some interviewees thought sustainable codes of conduct would have a positive effect on motivation.</td>
<td>… do not positively affect intrinsic motivation … do not positively affect extrinsic motivation</td>
</tr>
</tbody>
</table>
8.0 CONCLUSIONS
In this chapter we will start by stating our general conclusions which are directly related to our research questions and purpose. We aim to answer our research questions in this chapter. Next, we state our practical contributions for Sodexo and in general as well with our theoretical contributions. Lastly, we give our limitations and suggestions for future research in this area.

8.1 GENERAL CONCLUSIONS
The main purpose of this degree project is to gain a deeper understanding of manager’s perceptions of how intrinsic and extrinsic employee motivation is impacted by CSR. Furthermore, our degree project fulfills the purpose of investigating whether or not employees agree with their manager’s perceptions about the effects of different CSR activities on their intrinsic and extrinsic motivation. This led us to two different research questions: 1) “How do managers perceive the impact of CSR activities on intrinsic and extrinsic employee motivation?” and 2) “What is the impact of CSR activities on intrinsic and extrinsic employee motivation based on the perceptions of employees?” The findings of our qualitative study showed that the managers of Sodexo thought that both CSR activities towards internal stakeholders and external stakeholders could affect the motivation of their employees. We found that managers had different opinions about the impact of how CSR activities towards different stakeholder groups would affect the motivation amongst their employees. We could see that most of Sodexo’s managers thought that CSR activities towards their employees would positively affect the intrinsic and extrinsic motivation amongst them. It was also concluded that most managers thought that CSR activities towards shareholders, which in the case of Sodexo are the owners, would not positively impact the motivation of their employees. A majority of managers also thought that CSR activities towards the community would affect the intrinsic and extrinsic motivation of their employees. The opinion amongst Sodexo’s managers of whether or not CSR activities towards their suppliers would affect the motivation amongst employees were diverse, which means that we can conclude that managers were not consistent in their views of this matter. Moreover, a majority of the managers mentioned CSR activities towards customers as being a powerful motivator which positively impacted the intrinsic motivation amongst the employees. Lastly, it was discovered through the qualitative part of our study that managers valued intrinsic motivation more than extrinsic motivation. Results of our interview showed that managers thought that intrinsic rewards were more important in regards to employee motivation than extrinsic rewards.

In our quantitative study, we could see that CSR activities towards certain stakeholders affected both the extrinsic and intrinsic motivation of the employees. Through our conceptual model, we have been able to draw the conclusion that CSR activities towards employees, CSR activities towards shareholders, and CSR activities towards customers positively impacts the intrinsic motivation of employees. Also, we can see that CSR activities towards employees positively impacts the extrinsic motivation amongst employees. Furthermore, our results demonstrate that intrinsic motivation is affected by more sets of CSR activities towards certain stakeholder groups than extrinsic motivation.

Through our mixed-method study, we can conclude that the manager’s perception regarding what set of CSR activities towards certain stakeholder groups positively affects motivation amongst employees differs from the perceptions of Sodexo’s employees. We can conclude that managers had the same view as employees on the impact of CSR
activities towards customers and employees. We also discovered a mismatch between managers and their employees in regards to how employees’ motivation was affected by CSR activities towards the community and shareholders. However, it was hard to prove a match or mismatch between managers and employees regarding the impact on motivation from CSR activities towards suppliers since the answers we got from managers regarding these activities were so different.

8.2 THEORETICAL CONTRIBUTIONS

Through our mixed-method study, we have contributed with two separate theoretical contributions. First, this study is to our best knowledge the first study ever conducted in this particular area that uses a mixed-method study, and the first to use a qualitative approach where we asked the managers their perceptions. We have also tried to gain a deeper understanding of the managers perceptions of how CSR activities towards different stakeholder groups. This study also contributes to existing literature by comparing the perceptions of managers and employees regarding the impact of different CSR activities towards different stakeholder groups impact employee motivation. Second, we contributed to theory by adding shareholders and their corresponding value class to the grid of values presented by Longo et al. (2005, p. 31), which previously only included employees, suppliers, customers, and the community. The addition of a new stakeholder group contributes to Skudiene and Auruskeviciene (2012) and Khan et al. (2014) who conducted quantitative studies with the stakeholder groups: employees, customers, suppliers, and the community. Our study contributes by testing how CSR activities towards shareholders influence employee motivation and by conducting a qualitative study and a mixed-method study where we could compare the results of the qualitative and quantitative studies.

Our contributions to present on CSR and motivation helps to bridge the current gap in literature regarding the micro level of CSR. The current gap which we have helped fill was identified by Morgeson et al. (2013, p. 283). The gap regarding CSR on the micro level and the internal stakeholders of the firm was also emphasized by Aguilera et al. (2007, p. 837) and Aguinis and Glavas (2012, p. 933). This reasoning is derived from that our study involves a mixed-method approach, that we have extended the number of stakeholder groups, and that we have tested this in a new context with a Swedish company in the service industry.

8.3 PRACTICAL CONTRIBUTIONS

Our study provides several practical contributions in general, for the service industry, and for Sodexo. In general, we think our research findings indicate that CSR is an useful tool for increasing employee motivation, which one could argue that provides a firm with a long-term competitive advantage in accordance to the reasoning of Glavas (2012, p. 942) who claimed that CSR activities conducted by the firm will lead to competitive advantage. The results proved that employees in the service industry can be both intrinsically and extrinsically motivated by CSR activities. We have also demonstrated that CSR activities towards some stakeholder groups have an impact on employee motivation, whilst some do not. Thus, this information can help managers and executives in the service sector to solve dilemmas regarding prioritization of CSR and what activities that should be communicated to the employees.

In the particular case of Sodexo, we would like to give some advice based on our conclusions. Since this study identified some gaps and mismatches between Sodexo managers’ views of CSR and the respondents’ views of CSR, we hope that this study will
help Sodexo’s managers to better understand their employees and thereby help them to motivate employees even better. Our study demonstrated that intrinsic rewards seem to be of greater importance than extrinsic ones, which also is information that we think will contribute to Sodexo’s managers since it might help them to plan reward systems, and how to prioritize these two strategies. Previous research conducted by Skudiene and Auraskeviciene (2012) and Khan et al. (2014) demonstrated that CSR activities towards the community will help to increase the motivation amongst the employees. Since the results of our study showed that these activities actually reduces the intrinsic motivation amongst employees, we argue that it might be necessary for Sodexo to try to better understand why these contradictory results to previous research occurred in our quantitative study that was based on Sodexo employees. It is also interesting in the case of Sodexo that our results showed that employees are being intrinsically motivated by providing returns or maximizing profits to shareholders, which in the case of Sodexo is the owners. This is something that most interviewees neglected, which displays a mismatch in the perceptions of managers and employees regarding this issue. We argue that Sodexo could benefit by communicating these issues to their employees since it has been shown that these issues will enhance employee motivation.

8.4 SOCIETAL CONSIDERATIONS
A vast number of stakeholders are affected by CSR issues. We believe that we have not produced any recommendations or other material in our thesis that negatively impacts any of those potential stakeholders of our thesis in an unfair way. A study like ours might have a large effect on the local community since CSR practices are directly related to the community and society so it is important to keep the local community in mind when producing a study like this. We also believe that our recommendations might be helpful for other companies in the service industry other than Sodexo since CSR is incorporated in many firms today. Also, similar stakeholders as the ones of Sodexo who were involved in this study can be affected. It might be that many different stakeholders are facing a problem regarding the lack of literature about the micro level of CSR. Also, a study like ours can contribute to more stakeholders of our degree project than only Sodexo. This implies that our conclusions theoretically could have a positive societal impact, meaning that it will contribute to society by bringing more information to this research area.

8.5 LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH
This study was limited to Sweden, with only one company with employees and managers located in Stockholm and Gothenburg. Further research needs to be conducted in other regions and in other countries. Our study was to the best of our knowledge the first one to test the impact on employee motivation of CSR activities towards shareholders. In order to assess generality, we suggest that this should be repeated in other regions, and other companies. In general, another mixed-method study should be conducted in order to see how the perceptions of managers and employees match or mismatch in another setting.

Further, for the qualitative part of our study, we only interviewed managers at Sodexo Sweden and we could have interviewed managers from other companies in the same industry. Another limitation of the qualitative part of our study is that all interviews were conducted in English with Swedish managers. This could have affected the responses of the managers who may not have been able to express themselves as much as they would have liked to if the interviews would have been in Swedish. Also, three of the interviews we conducted were done by telephone; if the interviews were in person the interviewees
may have felt more comfortable which could have led to them giving us more information. Therefore, our suggestion for further research is to conduct a qualitative study throughout the service sector, by interviewing managers of several companies in order to compare results. To take it one step further, the same study could be conducted in another industry in order to see how managers perceive the impact of different CSR activities on their employees’ motivation.

In regards to the quantitative part of our study a limitation is that the survey was only taken by white collar workers which might have affected the results of our study. All these employees worked in offices of either Stockholm or Gothenburg in Sweden. Our sample was based on the employees of three offices, thus meaning that our ability to use a rather large sample was limited which led to that our survey only yielded 118 responses. Since employees from these offices were the only ones that were available for our study, it forced us to use a convenience sampling method, which negatively impacts the generalization of our study. Moreover, the timing for this study may not have been the best since Sodexo’s CEO was elected to the most powerful business woman in Sweden not too long before we started with our study which has implied that Sodexo’s CSR activities have been given lots of attention in the media. This might have influenced the answers we had from our respondents. In order to assess the generality of the findings we suggest that the study should be repeated in a different context during more normal circumstances. We also suggest that further research should involve both blue-collar workers and white-collar workers, in different regions, or even different countries, with a random sample.
9.0 QUALITATIVE QUALITY/ TRUTH CRITERIAS

In this final chapter of our thesis we provide our quality/truth criteria. Evaluating the reliability, validity, generalizability, and replication of our study will help determine how credible our research has been. We have broken up our quality/truth criteria into two parts, first for our qualitative study and second for our quantitative study.

9.1 QUALITATIVE QUALITY/ TRUTH CRITERIAS

Credibility is a large part of social research which one needs to depend on when conducting scientific research (LeCompte & Goetz, 1982, p. 31). Credibility is a parallel to internal validity which refers to how believable the findings are (Bryman & Bell, 2011, p. 43). In an attempt to increase our credibility we have conducted triangulation which according to Bryman and Bell (2011, p. 396) helps in increasing credibility. It is impossible to eliminate all uncertainty; however one can try to reduce uncertainty in how credible a study is by focusing on reliability and validity (Saunders et al., 2009, p. 156).

Reliability and validity are an important part of determining the quality criteria in not only quantitative research but also in qualitative research (Bryman & Bell, 2011, p. 394). Reliability is defined by Saunders et al. (2009, p. 156) as “the extent to which data collection techniques or analysis procedures will yield consistent findings.” There are two types of reliability: internal and external reliability (Bryman & Bell, 2011, p. 395). Internal reliability is the “degree to which other researchers, given a set of previously generated constructs, would match them with data in the same was as did the original researcher” (LeCompte & Goetz, 1982, p. 32), while external reliability is how easily a study can be copied (Bryman & Bell, 2011, p. 395).

Qualitative researchers face five major problems when trying to enhance the external reliability of data (LeCompte & Goetz, 1982, p. 37). The five major problems are the researcher’s status, choices of the informant, social conditions and situation, analytic constructs and premises, and the method used to collect and analyze data. Concerning the first problem which is our status as researchers (LeCompte & Goetz, 1982, p. 37), one of us had previous ties to the organization as he had worked there in the summer. Therefore, we had prior contact with the organization which may make it more difficult to duplicate our researcher status. However, when we held our interviews we tried to ensure that previous relationships had no effect on the interviews, thus making it that anyone could have asked the same questions and gotten the same answers. Next, the second problem that we had to deal with concerning external reliability is the choice of interviewees (LeCompte & Goetz, 1982, p. 38). We only interviewed managers, which was necessary in order to answer our research question. Thus, if someone wanted to replicate the study they could interview managers to try and keep their study as close as possible to ours. Also, we interviewed managers from different departments to get different opinions from different departments. Third, the social condition and situation is difficult to replicate (LeCompte & Goetz, 1982, p. 38-39), or in other words, the interview setting is difficult to replicate. We held some telephone interviews which could be easily replicated. In a telephone interview one is not sitting face-to-face but yet only talking so the social setting in a telephone interview can be easily replicated. The in person interviews were all held in a conference room which is a neutral setting and could be easily replicated by another researcher. Therefore, the social setting, which was in a conference room would be easy to replicate. The fourth problem involves analytic constructs and premises, or how we view the subject and what assumptions we have about the subject (LeCompte & Goetz, 1982, p. 39). If one reads our study one can see our epistemological and ontological
stances and our preconceptions about the subject. Our epistemological stance is a pragmatic stance while our ontological stance in this degree project is from a constructionist point of view. The fifth and final problem we faced as identified by LeCompte and Goetz (1982, p. 40) was trying to present exactly how we collected and analyzed our data. We tried to combat this problem by providing a detailed practical method of how we collected and analyzed data so that it could be easily copied.

Similarly to reliability, validity can be broken into two types: internal and external. Validity is concerned with if the results are representing what they are really about (Saunders et al., 2009, p. 157). Internal validity is concerned with whether or not the results match theory while external validity is concerned with the degree to which results can be generalized (Bryman & Bell, 2011, p. 395). We feel that our internal validity is relatively high because we based our interview questions on theory in accordance with our deductive research approach. We have checked prior research to ensure that our qualitative study would support or reject what theory says. Our external validity, or generalizability as it is referred to by Saunders et al. (2009, p. 158), is very difficult to produce when conducting a qualitative study. We have made it clear what we have discovered in our particular research study and since we are not trying to generalize our results, we have no problem according to Saunders et al. (2009, p. 158).

9.2 QUANTITATIVE QUALITY/TRUTH CRITERIAS

Our quantitative study also needs to be credible and abide by certain quality/truth criterion. Reliability, validity, generalizability, and replication are all ways to identify how credible a quantitative study is (Bryman & Bell, 2011, p. 157-165). To increase the reliability of our quantitative study we ensured to use questions on our survey from previous studies. We based our survey questions on Khan et al. (2014), Skudiene and Auruskeviciene (2012), and Longo et al. (2005). The reliability construct that we used when conducting our quantitative analysis was Cronbach’s alpha, which is, according to Saunders et al. (2009, p. 374), is one of the most common reliability constructs. Bryman and Bell (2011, p. 157) state that the use of one reliability construct in order to test reliability is quite adequate for many purposes. We used .60 as the level of which we accepted whether or not a construct was reliable or not. We had two constructs, extrinsic motivation and intrinsic motivation which had Cronbach’s alpha that were too low. Therefore, we chose the question that best represented the definition of these constructs when doing our regression analysis. We tested our questionnaire on several different people in order to see that the questions were understandable and relevant to further increase the reliability.

By assessing the validity of our quantitative study we are measuring what we actually want to measure (Bryman & Bell, 2011, p. 159) which is referred to as internal validity by Saunders et al. (2009, p. 372). To ensure the reliability of our survey questions, we took questions from previous studies to ensure that they were valid and would indeed measure what we wanted to measure. We also used construct validity, where we deduced our hypothesis from theory, which is according to Bryman and Bell (2011, p. 160) another way in order to ensure validity.

The purpose of quantitative research is often to generalize one’s findings so that other researchers can base their results on one’s own work (Bryman & Bell, 2011, p. 163). For our study we want to be able to generalize our findings for the entire population of Sodexo Sweden. It is difficult to send out a questionnaire and get a response from the entire
population (Bryman & Bell, 2011, p. 164), so therefore we only sent it to a number of employees, which constituted our sample. However, based off of Bryman and Bell (2011, p. 165) one need to be careful when trying to generalize results for the entire population by only looking at the sample. This is important since we used a convenience sample, meaning that we sent our survey to employees that were more acceptable. It might be that this has affected the generalization in a negative way since our sample are not mirroring the entire population of Sodexo employees in Sweden. Convenience sampling gives some problems with the generalization of a study, which means that a study that has used convenience sampling should be regarded as a springboard for further research (Bryman & Bell, 2011, p. 190).

Lastly, replication is the degree to which one’s work can be copied in other studies (Bryman & Bell, 2011, p. 165). We believe our quantitative study can be quite easily replicated. First, in order to develop questions for our survey we adopted and adapted questions from Khan et al. (2014), Skudiene and Auruskeviciene (2012) which is according to Saunders et al. (2009, p. 374), is a big help if one wants their study to be replicated. In our chapter entitled “scientific methodology” we stated our epistemological and ontological viewpoints, namely, constructionism and pragmatism, so that the reader could see how we were approaching our research questions. Also, we listed our preconceptions so that one could see what previous knowledge we had on the subject. Finally, we provided a detailed chapter entitled “practical method” in order to tell the reader exactly how we went about our quantitative study, from data collection to data analysis.
LIST OF REFERENCES


APPENDIX 1, INTERVIEW GUIDE

General Questions
1. How long have you been working at Sodexo?
2. What department do you work in at Sodexo?
3. What is your position?
   a. What kind of day-to-day activities do you do?

Theme: CSR
1. What does CSR mean to you?
2. How do you incorporate CSR in the day-to-day activities?
3. How do you incorporate CSR in strategic work?

Theme: Stakeholder
1. Who are the stakeholders for Sodexo?
2. What do you perceive as the most important CSR activities of Sodexo directed to your key stakeholders?
3. Which are the main stakeholders that your CSR programs focus on?
4. In what ways do you think that CSR activities conducted by Sodexo affects your employees?
   a. What types of CSR activities do you think have an impact on employee motivation?
5. What CSR activities do you think affect employees motivation most?
   a. How do CSR activities towards shareholders, the community, suppliers, customers, and employees affect the motivation of employees?
   b. How do shareholder activities affect employee motivation?

Theme: Motivation
1. How do you motivate your employees?
2. How do you provide safe working conditions and a safe working Environment?
   a. Does Sodexo encourage their employees to be healthy? Eating right…gym?
3. How do you think Sodexo provides employees opportunities to grow within Sodexo?
4. How do you provide job tasks that can give satisfaction to your employees?
5. How do you think the quality of services that Sodexo provides impacts motivation amongst employees?
6. How do you create challenges for you employees?
7. What kind of monetary incentives do you give employees?
8. How do you provide rewards when an employee performs well?
9. How do you put pressure on your employees in order to enhance their performance?
10. How do ensure Sodexo employees accept the “Sodexo CSR values” as their own?
   11. What do you view as being the best motivator? Intrinsic rewards (willingness to do the task) or extrinsic rewards (getting an external reward for complementing the task)?
APPENDIX 2, THEMATIC NETWORK ANALYSIS

Communication

- Clear instructions motivates employees
- Understanding and listening to customers is important
- Putting pressure on employees enhances motivation
- Improving branding and employer branding through CSR activities

Strategic Planning

- Strategic works set the agenda for the day-to-day work
- Planning the future together with the employees through action plans, development plans, training sessions, succession plans gives them opportunities to grow
- Recruiting from inside the company gives employees opportunities to grow
- Helping the community is important
- The triple bottom line is important

Theme: Diversity

- Hiring likeminded people is important in order to ensure that they accept Sodexo’s values
- Diversity and inclusion is important for employee motivation
- Every employee is different and needs to be managed differently

Theme: Working environment

- Job rotation in the workplace increases motivation
- A wide job scope increases motivation and an open and free working environment increases motivation
- Working with lots of people increases motivation
- Motivated employees provide better services
- The quality of services increases motivation
- Reducing risks at work increases motivation

Theme: Rewards

- Employees receive recognition for a job well done.
- Appreciation is a good way to motivate employees
- Monetary rewards are not feasible in this industry

Theme: Stakeholders

- CSR activities towards shareholders will not affect employee motivation
- CSR activities towards the community will be a motivating factor amongst employees
- CSR activities towards the customers will help to motivate the employees
- Employees are the most important stakeholder group
Hello,
We are two students studying business administration at Umeå University. We are writing our degree project and would be happy if you could take a few minutes to answer our survey. Therefore, we have created a survey that will help measure how CSR impacts employee motivation. We have chosen to conduct our study on Sodexo because of your well established CSR program.

The goal of this degree project is to see how different CSR activities directed to different stakeholder groups affects your motivation. Also, our survey results will be compared with the results of different interviews that we conducted with 8 different managers at Sodexo. The survey is divided into 8 different sections: background information, extrinsic motivation, intrinsic motivation, employee related CSR activities, supplier related CSR activities, community related CSR activities, customer related CSR activities, and shareholder related CSR activities.

This survey will be sent to current employees at Sodexo. All responses will be kept anonymous. If you have any questions regarding the survey or our work please do not hesitate to contact us. We would like to thank you in advance for answering our survey and helping us with our degree project!
Thank you and kind regards,
Lucas Haskell & Alexander Forsgren
lukehaskell4@hotmail.com
alex_forsgren@hotmail.com

Background information:

1. Gender:
Male
Female

2. Age:
< 18
18-29
30-39
40-49
50-59
60 +

3. How long have you been working at Sodexo?
< 1 year
1-3 years
4-6 years
4. What department do you work in?
[Open question]

Extrinsic motivation

For the following questions please indicate how much you agree or disagree with the following statements on a scale from 1-6, where 1=strongly disagree and 6=strongly agree.

1. The level of my wage affects my performance.
2. The level of my wage is fair and satisfactory.
4. Financial rewards (salary, bonus and perquisite) increase my motivation.
5. Being appreciated and being praised by my manager increases my success and performance at work.

Intrinsic motivation

For the following questions please indicate how much you agree or disagree with the following statements on a scale from 1-6, where 1=strongly disagree and 6=strongly agree.

1. Authority/responsibility and dependence requests in the workplace affects my motivation.
2. Participation in decision-making process affects my motivation.
3. A good working environment effects my motivation to perform.
4. The more difficult the problem, the more I enjoy trying to solve it

Sodexo’s CSR activities towards employees

For the following questions please indicate how much you agree or disagree with the following statements on a scale from 1-6, where 1=strongly disagree and 6=strongly agree.

1. A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment).
2. Organization has an active program to promote employee physical fitness.
3. Company seeks to comply with all laws regarding hiring and employee benefits
4. Sodexo helps my personal and career development
5. Sodexo provides a safe working environment for me to work in.

Sodexo’s CSR activities towards suppliers

For the following questions please indicate how much you agree or disagree with the following statements on a scale from 1-6, where 1=strongly disagree and 6=strongly agree.

1. The contractual obligations between Sodexo and suppliers are always honored.
2. Fairness toward suppliers is an integral part of our employee evaluation process.
3. Relationships with suppliers are good.
4. Sodexo has a system to encourage business partners to include social responsibility criteria in business decisions.

Sodexo’s CSR activities towards the community

For the following questions please indicate how much you agree or disagree with the following statements on a scale from 1-6, where 1=strongly disagree and 6=strongly agree.

1. Top managers monitor the potential negative impacts of our activities on our local community
2. The managers of this organization try to comply with the law.
3. I receive satisfaction knowing that Sodexo invests in the local community.
4. My organization has a really efficient environmental control and protection system

Sodexo’s CSR activities towards customers

For the following questions please indicate how much you agree or disagree with the following statements on a scale from 1-6, where 1=strongly disagree and 6=strongly agree.

1. Our business has a procedure in place to respond to every customer complaint.
2. All our products/services meet legal standards.
3. Providing truthful and honest information to customers and clients positively affects my motivation.
4. The quality of our services gives me satisfaction.

Sodexo’s CSR activities towards shareholders

For the following questions please indicate how much you agree or disagree with the following statements on a scale from 1-6, where 1=strongly disagree and 6=strongly agree.

1. I get satisfaction from providing returns to shareholders
2. Shareholder interest affect the way I am motivated to perform at work.
3. Shareholder interests create challenges which make my work more interesting.