

Can positive employee eWOM be encouraged by organizations through CSR initiatives?

The blurring line between the effects of CSR on employees' actions online.

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ABSTRACT

Corporate Social Responsibility (CSR) initiatives are being copiously implemented by organizations due to the multiple bivalent benefits for organizations internal and external stakeholders. Multiple organizations have noticed the advantages of having a socially or environmentally responsible corporate image. This is considered a valuable strategic asset. It has been established that CSR affects internal stakeholders. Employees have been found to have preferable performances, be more committed to their organization and their employee organizational identification is found to be intensified when the organization they work for is actively involved in CSR. Employee social media behaviours are considered important due to the potential they have to act favourably towards the creation of a corporate image online. Messages shared by an employee's electronic word of mouth (eWOM) (employee-created content) is found to be more credible compared to general marketing content shared by an organization. CSR engagement results in employees being more willing to talk about their company online (through their eWOM). However, CSR cannot be studied as a uni-dimensional construct. In this research CSR was studied as two separate dimensions. The variables internal CSR (initiatives affecting employees) and external CSR (initiatives affecting external stakeholders) was further researched. Thus, this research aims to investigate the effects of internal and external CSR on the internal stakeholder group employees. In addition, how likely it is that CSR will affect their organizational-related eWOM intentions. Quantitative research was conducted to provide an answers and insights into the research question. An online survey was set up in which the effect of both internal and external CSR on employee positive eWOM intentions was investigated. The concepts of employee identification and external prestige were also included as potential mediators between the initial relationships studied. The sampling method used was convenience sampling. A total of 294 respondents were collected. The findings suggest that external CSR has a positive effect on the willingness employees have to engage in positive eWOM. This relationship is partially mediated by both organizational identification and external prestige. The relationship between internal CSR and positive employee eWOM intentions was found not to be significant. Concluding that, focusing on external CSR triggers higher levels of employee willingness to be involved online through eWOM about organizational-orientated topics.

KEYWORDS: Internal CSR, External CSR, External Prestige, Organizational Identification, Employee eWOM

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1. Introduction

1.1 CSR and how it influences employee eWOM

As the digital age develops organizations and their employees have to adapt their organizational practices. The rise of social media platforms such as, Facebook, Twitter and LinkedIn drives organizations to become more transparent and profoundly affects corporate reputation management (Kaul & Chaudhri, 2017). Organizations face challenges due to the rise of the online environment that facilitates and enables electronic word of mouth (eWOM) (Rokka et al., 2014). The online environment can act as a threat to efforts managing reputation users are now also in control of the creation and distribution of information (Coombs, 2012). Stakeholders active on social media are no longer simple receivers they command the online environment to large extents – a command that is lost by the organizations (Opitz et al., 2018). Employees are key within organizations when wanting to achieve a positive organizational image (Helm, 2011). Furthermore, external stakeholders often construct how an organization is perceived through employee online activity about the organization. This allows external stakeholders to evaluate and create an opinion (Dutton & Dukerich, 1994). How employees contribute to reputation building online has been largely unaddressed in academic literature. The importance and credibility of employees are however recognised by scholars (Bhattacharya et al., 2008; Lichtenstein et al., 2004; Rokka et al., 2014).

The inclusion of Corporate Social Responsibility (CSR) into organizational branding is becoming a widespread norm both in research and practice. Organizations are increasingly put under pressure by various stakeholder groups to become and stay involved with socially responsible initiatives (Berman et al, 1999; Donaldson & Preston, 1995; Kapstein, 2001). The increased interest in CSR makes the influence of CSR on different stakeholders such as employees, consumers, investors, suppliers and the government interesting and important to study. Many global companies are investing time and money into CSR initiatives and people have been found to want to work for organizations that are portrayed as responsible within their community (Riordan et al, 1997; Sims & Keon, 1997; Viswesvaran & Ones, 2002). Furthermore, it has been established that initiatives and activities by organizations that demonstrate actions of morality, such as CSR, will improve employee commitment and satisfaction (Ellemers et al., 2011). This reasoning making the topic of CSR a worthwhile research topic in terms of the effect CSR has on internal

stakeholders (Bhattacharya et al., 2008). However, the effect CSR has on employee activity online, via eWOM, has been given limited attention within academic literature (Hameed et al., 2016; Kim et al., 2018; Scheidler et al., 2019).

Organizations choose to engage in CSR due to positive outcomes. Gaining more attention online via eWOM is one positive outcome further investigated in the present study (Rim et al., 2016). The engagement into CSR by organizations results in more willingness from internal and external stakeholders to disclose information about organizational CSR initiatives to friends, families and colleagues (Bhattacharya et al., 2008). Platforms through which information can be disclosed are social media platforms. Van Zoonen et al. (2016) found that 36.5% of tweets on twitter focus on organizational-related topics this indicates that employees do engage online via eWOM about their organizations. EWOM about organizational related topics can increase the socially responsible image for an organization. To create a socially and more responsible image eWOM and social media ensure for many advantages. eWOM is quick and allows for spontaneously disseminating of information (Fiesler & Fleck, 2013). For these reasons' further investigation into eWOM is considered important.

Employees are the stakeholder group further investigated within this present research paper. Employees are considered important within this research because they reflect on their experiences within an organization to outsiders both online, via eWOM and offline, via word of mouth. Moreover, employees ensure a reputation is built by communicating a brand promise directly with customers and acting as the representable face for an organization (Rokka et al., 2014). Building a strong corporate reputation online is highly affected by employee online involvement and is considered to be a balancing act. On the one hand, employee identification with goals and values set up by organizations is essential for the success of an organization's reputation. Successful employee management which allows and inspires employees to commit to and behave in accordance with organizational beliefs and values will ensure employees 'live the brand' online and offline. This form of successful employee management is known as employee advocacy, empowering employees to represent an organization on their personal social media accounts. On the other hand, employee advocacy can become a risk because personal and professional actions and consequences are more entwined with the near disappearance of personal and professional boundaries. Employee advocacy is arguably the most difficult for organizations

to control (Kaul & Chaudhri, 2017; Rokka et al., 2014). The above-mentioned reasons present the importance of investigating employees.

1.2 Relevance of the thesis

Every time a new social media platform emerges new opportunities are created for organizations to connect with stakeholders online (Harrigan et al., 2015). A problem found within organizations is that they are spending large amounts of time following set up pre-planned business models instead of following the business potential available to them online to end up as a leader in the marketplace. Organizations should identify business models as a method to spot relevant concepts in information and communication technology. Making use of this information in combination with data from social media platforms to develop an effective social media strategy (Rao, 2020). The current research will give organizations insights into what type of CSR, either internal or external, may influence employee eWOM. These insights can be used whenever organizations want to influence their employees to be more involved online through eWOM. Multiple benefits have been found when employees are involved online via eWOM. A company's success is often linked with how aligned employees are with a brand online (Ind, 2001). In general, stakeholder expectations are high when an organization is known to be actively involved with CSR initiatives (Du et al, 2013). The constant development within the online world and the benefits from employees being active online creates a purpose for this current research (Rao, 2020).

Employees active online via eWOM tend to be a double-edged sword. An organization's success is connected with how well employees internalize the brand and company values (Rokka et al., 2014). This statement indicates the importance of this research into employee's online activity about their organization. Employee eWOM is significant and relatively unstudied by previously academic scholars investigating eWOM intentions and effects. In terms of theoretical relevance this research will add to the fulfilment of the gap in previous literature. Furthermore, an employee's organizational identification with an organization, how an employee's actions online align with a brand promise, is significantly important for an organization. A company's success is often found to connect with how employees have internalized the organizational brand (Ind, 2001). These reasons sum up why employees are a credible stakeholder group to further investigate and why the findings from this research will be purposeful for managerial implications.

Another reason pointing out the relevance of the present research is that eWOM is considered to be in an early phase and needs more attention (Fan & Miao, 2012). Research into eWOM will ensure interesting practical implications for organizations. A popular positive outcome of eWOM found in previous academic research is the personal attributes found within the messages online this affects the way eWOM is accepted by the receivers. eWOM is considered to be more trustworthy and credible and can have effects on brand interpretations created by external stakeholders (Park et al., 2011).

CSR is considered an organizational competitive advantage (Ellemers et al., 2011). The type of CSR explored in this present research is internal and external CSR. The two types of CSR studied will further increase evidence on which form of CSR influences employees to be more active online via eWOM. These findings being practical for organizations as it offers them further insights into the effects of CSR on employees. Internal CSR are initiatives directed towards employees. Whereas external CSR initiatives are directed to external stakeholders. Next to internal CSR and external CSR organizational identification and external prestige will also be investigated. The present research does not only consider the importance of organizational identification created by internal CSR. However, it also further investigates external prestige and the effects this may have on eWOM. The two variables mentioned, organizational identification and external prestige, are mediators within this present research study. The mediation analyses consider the effect organizational identification and external prestige have on the relationship between internal and external CSR on eWOM intentions. The previously mentioned variables present the scope of this research. Furthermore, this research seems purposeful due to the many possible effects all mentioned variables have on employee eWOM intentions.

1.3 Purpose and scope of research

First of all, the present topic is timely as social media and eWOM possibilities are constantly developing. Organizations should focus on changes online and the effects these changes have on work processes, such as employee engagement online. The present research investigates which CSR initiatives motivate employees to become more involved online via eWOM. This research topic is central for organizations interested in becoming or already being involved with CSR initiatives and with employees active on social media about organizational-related content. The effects the constantly developing online world has on organizations makes research into this topic purposeful. Social media platforms allow for

new opportunities for organizations which creates room for purposeful investigations by scholars. The constantly developing online world creates room for an investigation to ensure optimal usage by organizations.

Second of all, research into which factors contribute to employees being more willing to be involved online, via eWOM on social media, is purposeful. As mentioned previously, social media is constantly developing and with employees being significant stakeholders for organizations the effects of social media on employees should be constantly evaluated. Furthermore, social media is considered to be a broad spectrum which is hard to control and the usage of social media by employees is impossible to eliminate (Divya, 2015). Employees active on social media are highly influential and can act as organizational advocates through being involved with externally oriented communication (Frandsen & Johansen, 2011). Employees are considered significant stakeholders meaning that research into this stakeholder group is considered purposeful.

At last, organizations and employees are both active on social media, research into this activity will open doors for interesting and relevant managerial implications. The practical implications created by this research offers new insights into the usage of CSR and the connection between CSR and higher amounts of positive employee eWOM for CSR managers, human resource managers, marketers and any other professionals involved in employee management and CSR initiatives. The practical implications found can contribute to long term CSR and social media plans created by organizations.

1.4 Research gap and research question

Employees are considered to be vital to any discussion about the origins and consequences of CSR however thus far the focus has been mainly on external stakeholders such as consumers and investors (Hameed et al., 2016). The creation and acceptance of a brand are considered important for employees showing the significance of organizational engagement of CSR initiatives. Nevertheless, the focus on employees during the implementation of CSR strategies is important because they are considered significant stakeholders in CSR and their behaviours and attitudes towards CSR can have major implications for an organization. The credible role employees have towards the success of an organization, the lack of previous literature and the gap in research leads to the following research question:

“To what extent do the perceived internal and external CSR affect employees’ positive eWOM intentions?”

Further, the impact of external prestige and organizational identification on eWOM is presented as two potential mediators that might help explain the effects of internal and external CSR on eWOM intentions.

This study examines the effects perceived internal and external CSR has on employee’s eWOM intention. Unlike previous research, this current study will focus on eWOM on all social media platforms, not just specify one such as Facebook (Fatma et al., 2020). Perceived external CSR are efforts directed towards external stakeholders. External CSR can be defined as the practices related to the environment and social issues. The focus on external CSR by organizations can help strengthen legitimacy and reputation among stakeholders (Hameed et al., 2016; Scheidler et al., 2019). Perceived internal CSR efforts, such as the policies and practices of an organization are directed towards the psychological and physiological well-being of its employees (Hameed et al., 2016; Scheidler et al., 2019). Examples of internal CSR efforts are employee health and safety, work-life balance, employee training, equal opportunity and diversity (Hameed et al., 2016). The combination of internal and external CSR is used because of the possible and different effects both types of CSR can have on employee’s organizational identification. Employees are considered valuable and credible which leads to them playing a central role within this research as they have a key position within organizations. Employees can influence customer relationship management when customers interact with an organization and employees provide the goods or services for an organization (Hussinki et al., 2019). As found by Hussinki et al. (2019) the more skilled, motivated and knowledgeable employees are the more valuable they will be for an organization. The presented gap in past academic research on both employees’ involvement in reputation building online and employee involvement during the implementation of CSR strategies created room for further research.

1.5 Chapter outline

The chapters that will follow within this research paper are theoretical framework, methodology, results and discussion. In the theoretical framework chapter, all theories are explained in-depth the focus is put on how and why all these specific theories will be applied. The following theories are introduced: perceived internal and external CSR, employee eWOM intentions, organizational identification and external prestige. The

theoretical framework will act as the base for the research. Additionally, previous academic studies with similar research topics are discussed and cross analysed to create an extensive and all-rounded theoretical background. Lastly, the hypotheses are introduced.

The methodology chapter introduces the empirical approach to the study. The method chapter is split up into eight different subsections: justification of method, research design, sampling and data collection, participants, survey structure, pre-test, operationalization and validity and reliability. The sampling and data collection subsection describe how the respondents are recruited to complete the survey. The survey structure subsection gives step-by-step insights into how the survey is set up. In the operationalization subsection more information is given about the scales used. The previously established scales used will be introduced and factor and reliability analyses are run to identify underlying structure when developing scales. The Cronbach's coefficient alphas are mentioned for each scale to ensure all items within the same scale measure the same underlying attribute.

The results chapter includes all results found after the correct analysis in SPSS is run. Importantly, in this chapter the six previously stated hypotheses introduced in the theoretical framework chapter are either accepted or rejected. The results section is guided by tables, including all relevant results found during the analysis, these tables are fully explained.

The discussion chapter rounds off the entire research, links back to the research question and the general ideas mentioned in the introduction. Being critical about the research completed is necessary. This led to the limitations and future research section. To be able to end the research within the discussion chapter, statements are made with regards to possible future research. To finalize the discussion chapter a final subsection is added named concluding remarks. The last sections includes all references, in APA style and the appendix includes the survey as placed and distributed in Qualtrics.

2. Theoretical Framework

2.1 Corporate Social Responsibility (CSR)

CSR is the continuous process of organizations behaving in ethical ways and contributing to economic developments while improving the quality of life for employees and their families and the local community and society at large (Moir, 2001). CSR is a complex construct and as reported by other academic scholars should not be examined as a unidimensional construct (Dhanesh, 2012; Chen et al., 2019). The dimensions of CSR used in this research are internal and external CSR and these will be further defined in this section. Why the choice was made to divide CSR into these two dimensions will be clarified. How CSR influences employees' intentions to become involved online (eWOM) is further investigated.

Over the past decades, CSR strategies have been implemented more often. This is especially the case within developed economies making research into the topic of CSR both interesting and relevant (Giannarakis & Theotokas, 2011). CSR has a well-developed history. Multiple research streams have contributed to what we know about CSR today. To reduce confusion CSR will be defined following Aguinis's (2011) definition of 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' (p. 855). Other researchers have also adopted this definition (Bauman & Skitka, 2012; El Akremi et al., 2015; Schminke, 2014; Rupp, Williams, & Aguilera, 2011).

One of the stakeholder groups that play a central role in the present research while being influenced by CSR is employees. Employees perceive the CSR initiatives of their employers in three ways: procedural CSR, distributive CSR and interactional CSR. Procedural CSR refers to the judgements from employees about social concerns included in social issues that an organization addresses. Distributive CSR is the outcome of such actions. Interactional CSR is how individuals are treated as a result of such actions (El Akremi et al., 2015). All three processes touch upon the present research.

Employees prefer to work for a socially responsible organization (Turker, 2009). These findings are supported by other scholars who have also found that CSR affects not only the financial performance of an organization but also the non-financial outcomes. For instance, brand name and external prestige, the effectiveness of internal processes and employee job satisfaction and performance (Foote et al., 2010; Weber, 2008). In line with these findings, Turban and Greening (1997) found a positive relationship between CSR and

perceived organizational attractiveness from both current and prospective employees. Turban and Greening (1997) studied the relationship between an organization's CSR and the organization's attractiveness as an employer. They found that prospective employees are more attracted to organizations that are aware of and strategically work with CSR initiatives. Additionally, Fatma et al. (2020) discovered that an effective ethical reputation often leads to stakeholders, including employees, to think favourably about an organization. Employees that trust the organization they work for will have a stronger attachment towards their organization. Consequently, lower absenteeism and turnover, higher productivity and a more positive attitude towards work are found when employees trust their organizations. The benefits stated are all advantages that have been found within organizations that engage in an ethical work climate (Sims & Keon, 1997). Multiple previous studies have found other positive effects of CSR on employees. Glavas and Godwin (2013) suggested that employees feel more identified with the organization they work for when this organization is involved in CSR. Furthermore, when an organization is at the point that they are actively involved in CSR initiatives and the creation of an ethical organizational reputation, organizational legitimacy is enhanced. Organizational legitimacy is associated with the types of activities and the norms of acceptable behaviour in the larger social system of which the organization is a part (Dowling & Pfeffer, 1975). CSR plays a large role when organizational legitimacy is considered. In turn, this supports an organization's efforts to maintain a positive relationship with their employees.

As the examples above demonstrate, for most of the findings on the effects of CSR on employees utilise CSR as an overarching umbrella term and do not specify the differences between internal CSR and external CSR. Differentiating between these two CSR concepts is important because it will provide a better understanding of how different kinds of CSR influence employees (Cornelius et al., 2008; Farooq et al. 2017; Hameed et al., 2016; Jones & Rupp, 2017). Moreover, to gain a better understanding of how CSR could affect employee eWOM intentions, it is critical to look into the variety of strategic responses that firms adopt, rather than treat CSR as a monolithic construct (Hawn & Ioannou, 2016). Other academic scholars vary in the way that they examine CSR. In the past, scholars have not solely focused on the general concept of CSR. However, specific domains within the general concept of CSR have been chosen and focused on. Certain articles study the intersections between business practices and climate change (Unsworth et al., 2016) and companies' environmental practices (Russell et al., 2016). This can be compared to other academic papers that

investigate employee volunteerism or community involvement and environmentally sustainable business practices (Jones et al., 2016). Furthermore, multiple types of CSR initiatives are examined as separate concepts or are put together and studied as a broad concept that is usually defined as general CSR (Bridoux et al., 2016; Glavas, 2016). The current research adopts the strategy that is also used by Hameed et al. (2016) in that CSR is split into two dimensions, internal CSR and external CSR. Other academics who also refer to CSR in two dimensions, internal and external, did not further investigate the effect these two forms of CSR have on positive employee eWOM intentions. The current research does focus on whether positive employee engagement through eWOM is affected by perceived internal and perceived external CSR. Separating internal and external CSR in this study will allow the concept of CSR to be viewed from two different dimensions. External CSR focusses on the local community, the environment and consumers. Internal CSR focusses on the internal workforce and employees are the recipients who benefit from internal CSR activities (Farooq et al., 2017).

2.1.1 Perceived External CSR

External CSR orientated activities are pursued by organizations regarding the concerns of the external stakeholders (government, regulatory bodies, customers and pressure groups). According to Basil and Erlandson (2008), examples of external CSR are cause-related marketing, donations towards charities, sponsorships of either environmentally or socially responsible events and employee volunteerism. Compared to internal CSR, external CSR is described as more visible and tangible for the general public and other stakeholders (Gligor-Cimpoieru & Munteanu, 2014). There are multiple channels through which external CSR is made visible and communicated to the public. The main communication channel used for external CSR communication is web pages which include a link to the main company site and where annual reports about CSR initiatives are published. This is where such initiatives can be perceived by stakeholders (Gligor-Cimpoieru & Munteanu, 2014).

External CSR is positively related to organizational commitment. This finding by Brammer et al. (2007) is fascinating because external CSR is considered discretionary and ensures an indirect advantage towards employees through the contribution of the social identity theory. The social identity theory proposes that employees are pleased with the organization they work for, when this organization has a strong external reputation (Ashforth

& Mael, 1989). It is alleged that social identification is an individual perception of oneness with a group. Social identification is developed as a result of the categorization of individuals and leads to activities that are congruent with the identity of self and others. Furthermore, the social identity theory conceptualizes organizational identification as a shared identity, this concept was brought in newly by Ashforth and Mael (1989) into organizational behaviour literature. According to the social identity theory, CSR performance can contribute positively to the attraction, retention and motivation of employees because they are likely to identify with organizational values (Peterson, 2004). Social identity theory, in line with the present research, distinguishes CSR as two dimensions. External CSR the external image and organizational reputations and internal CSR the internal operation of an organization. External CSR has indirect benefits towards employees through organizational commitment while at the same time organization commitment is increased by internal CSR, showing that internal and external CSR work together simultaneously. Internal CSR initiatives such as procedural justice and training provisions increase organizational commitment.

As stated by Hawn and Ioannou (2016), one common mistake made by organizations is a lack of external CSR initiatives. The absence of external CSR will cause an imbalance with internal CSR and prevent the full value of CSR engagement which is reflected in an organization's market value. Moreover, greenwashing external CSR initiatives is another mistake found by CSR researchers (Hawn & Ioannou, 2016). One example of such a case is the British Petroleum (BP) rebranding in 2000. BP rebranded on a global scale, from an old-fashioned oil group into an environmentally aware energy company. However, seven million dollars on average were spent researching the new brand identity and twenty-five million dollars were put into the campaign around the brand change. In total, BP spent more on their external brand change compared to what they spent on renewable energy. BP was identified by stakeholders as a company actively involved in greenwashing due to its external branding efforts (Hawn & Ioannou, 2016). The BP case illustrates the importance of external CSR and the idea that an ideal balance between internal and external CSR is important for organizations to consider when they want to be perceived positively by stakeholders. There are dangers of poorly managed CSR and it is important to note that an absence of external CSR can lead to negative consequences. A result of too little external CSR can be a setback in how organizational reputation is viewed by external stakeholders (Hameed et al., 2016). As found by Peterson (2004), employees are proud to identify themselves with an organization that has a favourable reputation. Positive cases can be found when looking into large

corporations and their external CSR communication trends. Unilever, for example, uses its 'sustainable living plan' strategy as an external CSR initiative. While Unilever increases in size, its environmental footprint will be reduced through multiple compromises that will lead to more sustainable outcomes (Hawn & Ioannou, 2016).

2.1.2 Perceived Internal CSR

Internal CSR has been widely neglected within previous literature (Mory et al., 2015). The aspects of CSR that are connected to the internal operations within an organization are termed 'internal' CSR (Brammer et al., 2007). Furthermore, internal CSR is viewed as a relevant concept when organizations want to enhance employees' affective organizational commitment and at the same time lower the effects of normative commitment (Mory et al., 2015). Internal CSR focusses on the different aspects that ensure comfort for employees (Basil & Erlandson, 2008). Previous research states that organizations undertake internal CSR actions in multiple different forms. According to Basil and Erlandson (2008), there are several examples of internal CSR: having a code of ethics, setting up health and safety policies and a set of office policies. Each of the aforementioned internal CSR examples relates to how an organization is operated, these activities do not integrate any external entities. However, internal and external CSR do often have interplay. Internal CSR actions can strategically complement contributions created through external CSR actions. It has been found that organizations align their internal CSR and external CSR actions as it lays the foundation for internal transformation and external credibility (Hawn & Ioannou, 2016). For the purpose of this paper, internal and external CSR will act as separate factors, however, the interplay between them is an important factor to recognise. For example, Hawn and Ioannou (2016) found both internal and external CSR initiatives to be significant and have an effect on the market value of an organization. Furthermore, organizational engagement in both internal and external CSR is associated with better performance (Hawn & Ioannou, 2016).

To add upon previous findings, employees' organizational commitments can be enhanced through internal CSR when the organization is financially stable. These organizations can offer internal chances through internal CSR to employees that in turn create a pleasant and attractive work environment (Roberts & Davenport, 2002). There is strong evidence that higher levels of job engagement through internal CSR lead to outcomes that organizations value. Not only do financial benefits allow for more internal CSR, but more engaged employees also ensure more financial benefits. In the research by Roberts and

Davenport (2002), a positive relationship was found between engaged employees and turnover statistics.

Internal CSR has become an essential factor in an organization's social responsibilities. It also has become an essential concern for the organization's management. Examples of internal CSR measures taken by management, as studied by Brammer et al. (2007), are training programmes. Training can be viewed as the employees' perceptions of the training opportunities made available by an organization. Before measures are put in place by management it is important to note that employees consider internal CSR as an emotional topic. However, if the topic is addressed thoroughly by employers, it can lead to a greater desire from employees to work in the organization's best interest (Mory et al., 2015).

2.2 Electronic word of mouth (eWOM)

Positive eWOM will trigger stakeholders to engage in positive brand value activities, such as positive employee eWOM, that are of great benefit for the brand. Furthermore, support presented via eWOM will lead to the natural facilitation of brand message consistent actions. For instance, co-creation that engages positive brand value (Seifert & Kwon., 2019). eWOM can be defined as the positive or negative messages posted online by potential, actual, or former stakeholders about an organization. eWOM communication is available to a multitude of different people via the usage of the internet (Hennig-Thurau et al., 2004). Employees have an important role in delivering and living the brand created by the organization through posting and sharing activities online (Ind, 2007; Wæraas & Dahle, 2019). Employee voices online can and should be regulated in favour of the organization because this will support an organization in reaching the desired reputation. This form of regulation should not prevent employees from communicating online, however and literature focused on this topic recommends that employees should serve as corporate ambassadors or brand champions online (Ind, 2007; Alsop, 2004). Employees are the main stakeholders when considering eWOM in this present research and will be explained in depth in the following section.

Employees play an important role in building a strong organizational reputation because organizational reputation is for the most part successfully built from the inside out. However, it also motivates employees to become corporate ambassadors in that they can successfully spread the ideal branded message to their peers and others within their surroundings and this creates a positive snowball effect (Wæraas & Dahle, 2019). In turn,

when employees act as positive brand ambassadors, external stakeholders will favour this brand more as employee messages online are considered more credible. When employees are not positively engaged with their organization on social media, or when this relationship between the employee and brand story is negatively managed, the implication can be negative for the organization and employees can destroy an organizational reputation online (Pitt et al., 2018). Research has shown that eWOM messages are perceived to have higher levels of credibility, empathy and relevance compared to marketer-created information sources (Bickart & Schindler, 2001). With eWOM, there is a shorter distance between the source of information and the final receivers. This distance is shorter compared to marketer-created communication sources (Hung & Li, 2007). EWOM is considered positive by scholars because social networking sites such as Facebook and Twitter ensure that new opportunities are created for organizations to reach stakeholders in innovative ways (Culnan et al., 2010). However, recent findings have also highlighted the vulnerability of organizations that are active online. These include constant transparency, consumer and employee empowerment and online activism (Rokka et al., 2014).

Social networking sites have large social powers and can be used as both CSR branding and firm branding tools (Kesavan et al., 2013). The amount of organizational related employee eWOM matters because it engages stakeholders. eWOM can be used to identify how successful an employee considers their employer's environmentally or socially responsible initiatives by posting positively, negatively, or not about it at all on social media. For many organizations, it is important to understand employee eWOM and how human resource practices can be used to promote social media brand advocacy by employees (Lipschultz, 2017). The corporate interest towards wanting to promote more employee eWOM among staff may be a motivation to allow employees to embrace the topics discussed and in turn, feel more connected towards the organization and brand it is trying to create.

2.2.1 Employee eWOM intention

Employees play a crucial role in building and developing a corporate reputation. In today's digital society, certain views about organizations are formed by posts placed online. Employees' social media behaviours are important because according to van Zoonen et al. (2018), they have large potential because they can have positive brand-boosting effects. Furthermore, organizational information that is shared by employees through social media

is perceived to be more credible and authentic compared to other organizational channels such as marketing messages via commercials or updates on a corporate website.

The positive effects of eWOM are noticeable because of the credibility found by external stakeholders towards employee-created content. Through social media, employees can act as brand ambassadors who can shape reputations through their online actions. Furthermore, organizations often encourage their employees to 'live the brand' online to enhance organizational reputation. The reputation of an organization on social media is determined by the dialogue that takes place online between different stakeholders (Rokka et al., 2014). Previous research provides insights into the content shared by employees on their personal social media pages. Research has suggested that many work-related online messages and posts shared by employees are informational. These findings suggest that employees avoid emotions, both negative and positive, in their work-related messages (van Zoonen et al., 2016). Moreover, the style of eWOM disclosed by employees has been shown to depend on the type of platform they are displayed on. As found by van Zoonen et al. (2018), there is a positive relationship between organizational identification and eWOM on Facebook. However, this effect was not found when looking into eWOM on LinkedIn.

2.2.2 Impact of CRS on Positive eWOM

Little is known about how the combination of internal and external CSR can influence the willingness of employees to become involved through eWOM online. As previously explained both internal and external CSR include different socially and environmentally responsible initiatives. This makes research into the effect of both variables on employee eWOM significant. As found by Chen et al. (2019) internal CSR positively influences an employee's judgement about an organization, which in turn increases employee willingness to be involved through eWOM. The same trend is found for external CSR (Farooq et al., 2017). Further investigation is needed to discover the effects of internal and external CSR on employee eWOM intentions. This will be completed in this study.

Employees are key when the maintenance of a positive reputation is considered (Helm, 2011). As found by multiple previous academic scholars, social performance is often perceived by outsiders through coming across the positive eWOM disclosed online by employees. This is significant towards how an organization is perceived by outsiders. The perception created by outsiders presents the importance of how internal and external CSR initiatives are shared online, through eWOM by employees (Dutton & Dukerich, 1994). The

positive effects of this aforementioned process create more significance towards studying the exact effect. Whether internal or external CSR, will affect employee eWOM intentions. Online disclosure through eWOM is more impactful compared to offline communication. The term 'online ambassadors' is often used when describing the willingness employees have to represent their organization online (van Zoonen et al., 2018).

The European Commission noted that CSR leads to a long-term employee trust. Authentic acts of CSR can lead to positive organizational identification and a better connection between an employee and an organization (McShane & Cunningham, 2012). Previous literature has found an increase in job satisfaction when employees consider their employer to be socially responsible (De Roeck et al., 2014; Koh & Boo, 2001). Employee job satisfaction leads to more commitment towards an organization and this commitment could lead to more employee willingness to engage in positive eWOM.

Organizational citizenship behaviour for the environment interestingly links in with employee eWOM intentions. Organizational citizenship behaviour for the environment can be defined as "discretionary acts by employees within the organization not rewarded or required that are directed toward environmental improvement" (Daily et al., 2009, p. 246). The acts described in the definition could be translated into being employee eWOM intentions. CSR can be viewed as a driver for such acts completed by employees, presenting the impact of CSR on eWOM. Interestingly, previous academics discussing the relationship between organizational citizenship behaviour for the environment and CSR do not split CSR into two dimensions.

As found by Gligor-Cimpoieru and Munteanu (2014), external CSR is considered more tangible and visible for external stakeholders. Moreover, external CSR is much more focused on activities organised to make external stakeholders aware of CSR activities. This could potentially lead to external CSR promoting employee engagement more via online eWOM as compared to internal CSR. However, further investigation needs to be completed to fully be able to prove this finding. The gap within previous academic research and possible significant findings led us to construct two hypotheses.

The following hypotheses were constructed:

Hypothesis 1A: The perceived internal CSR is positively associated with employees' willingness to engage in positive eWOM.

Hypothesis 1B: The perceived external CSR is positively associated with employees' willingness to engage in positive eWOM.

2.3 Organizational Identification

Organizational identification will be defined in this study as an employee's perception of oneness with an organization (Mael & Ashforth, 1992). Moreover, the concept of oneness can be captured through how a person defines themselves in terms of their membership towards an organization (Kim, 2020). In line with this reasoning, Su and Swanson (2019) stated that organizational identification is the degree in which an employee and an organization share the same values, goals, desires and aims. In this section, organizational identification will be defined, and further focus will be put on the clarification of the effect of CSR on organizational identification. Furthermore, the possible mediation of organizational identification towards eWOM will be justified.

The importance of organizational identification has been demonstrated in previous research (Cheema et al., 2019; Hall & Schneider, 1972). Individual attitudes and behaviours can be positively influenced by organizational identification. These include job involvement, job satisfaction, in-role performance and extra-role performance (Kim, 2020). Findings by Ashforth et al. (2008) further emphasise the importance of identification and suggest that the following three reasons present the importance of organizational identification. Firstly, organizational identification allows an individual to create a sense of self and place in the world. Secondly, organizational identification fulfils an important human need to identify and feel connected with a larger group. Lastly, organizational identification has shown positive outcomes for organizations. One example of a positive outcome is that employees who are strongly identified with the organization they work for are more inclined to present a supportive attitude towards the organization and will make choices consistent with the objectives stated by the organizations (Smidts et al., 2001). The impact of organizational identification on the well-being of employees has been recognised by previous studies (Chhabra, 2020; Gu et al., 2015; Su & Swanson, 2019). Furthermore, employee identification can affect organizational performance. This then contributes to the long-term success of an organization (Smidts et al., 2001).

2.3.1 CSR influencing Organizational Identification

CSR can affect organizational identification. Employees can consider CSR efforts as an effect that changes their connection to the organization positively or negatively, depending on the types of efforts. As found by Glavas and Godwin (2013), an employee's organizational

identification is strengthened when both internal and external CSR initiatives are considered positive in their view. Hameed et al. (2016) concluded that the level of perceived external CSR by employees affects the extent to which employees identify with their organization. External CSR was found to be others-focused meaning that employees find it important to consider how their organization is considered to be significant by outsiders. The level of perceived internal CSR by employees affects the extent to which employees identify with their organization (Hameed et al. 2016). When employees are treated well within the workplace, this will likely trigger higher levels of employee identification. In the study from Hameed et al. (2016), internal CSR was defined through activities such as training opportunities, the respect given by the employer for human rights, the right level of work-life balance and health and safety.

In general, stakeholders such as employees are willing to support an organization both offline and online when the organization had reached legitimacy (Fatma et al.,2020). Organizational legitimacy can be defined as the perceptions that actions completed by an organization are desirable, proper and appropriate and often created through the correct usage of CSR initiatives. When such legitimacy is reached, more disclosure about CSR initiatives will take place on public domains such as through eWOM on social media platforms (Fatma et al., 2020). Moreover, CSR initiatives shared on social media platforms are considered to be more reliable and trustworthy than company-controlled messages (Lyon & Montgomery, 2013).

The present study also considers CSR in two separate dimensions: internal and external. Hameed et al. (2016) further investigated the effects of both internal and external CSR on organizational identification. External prestige and internal respects were used as mediators in their research. Interestingly, the relationship between internal CSR and organization identification was mediated by internal respect. Internal CSR does indirectly influence employee identification but through internal respect. The relationship between external CSR and organization identification was fully mediated by external prestige. The conclusion made by Hameed et al. (2016) was that it is through external prestige that the effects of external CSR can be found towards employees being more identified with their organization. Further investigations will be completed in the present research where the effects of internal CSR, external CSR and organizational identification as mediators on employee eWOM intentions will be investigated.

2.3.2 Mediation effect of organizational identification towards eWOM

Supporting an organization can be done through social media activity by, for instance, liking and sharing online posts or creating posts about organizational initiatives (van Zoonen et al., 2016). As previously mentioned, both internal and external CSR influence organizational identification. However, the next step to be explored in this present research is if positive employee identification will affect employee eWOM.

Fatma et al. (2020) studied the effects of CSR engagement by banks on consumer eWOM on Facebook. This research differs from the present research because they focussed on a different stakeholder group. However, the findings are still important to note. Organizational engagement within CSR initiatives, both internal and external, influenced customer and organization identification. This shows that customers are more willing to talk positively, through eWOM, about an organization when they feel identified with the organization.

Effective communication by organizations about CSR initiatives is essential when wanting to enhance the evaluation of CSR initiatives and increase the amount of eWOM completed by stakeholders. The positive stakeholder and organization identification created through the CSR evaluation processes will influence positive eWOM (Vo et al., 2017). These findings support the fact that communication about CSR towards stakeholders is considered important (Xie et al., 2015). To add to this finding, positive CSR beliefs by stakeholders leads to a higher amount of brand loyalty and an increased amount of positive stakeholder eWOM (Du et al., 2007). It is important to mention that in previous academic research articles, customers were often the specific group of stakeholders studied.

The present research will further develop what effects internal and external CSR has on eWOM intentions and how the feeling of identification with an organization can influence this effect with organizational identification acting as a mediator. The following hypotheses were constructed:

Hypothesis 2A: The effect of perceived internal CSR on positive eWOM intentions is mediated by organizational identification.

Hypothesis 2B: The effect of perceived external CSR on positive eWOM intentions is mediated by organizational identification

2.4 External Prestige

External prestige will be defined in this research as an employee's perception of how external stakeholders view the organizations they work for. At the same time, it is defined by how the employee is considered a member of their organization. External prestige can also be defined as a 'construed external image' (Kim et al., 2010). However, the term external prestige will be used in this research. External prestige differs from the previously defined variable organizational identification. This is because, with identification, employees form a feeling of identification directly with the organization they work for (Kim et al., 2010). External prestige has an indirect effect on this defined feeling of identification. This is because, through the perception of how outsiders view an organization, a possible stronger feeling of organizational identification can be formed. The relationship between employees and the organization they work for is improved by external prestige (Kim et al., 2010). External prestige is considered relevant and important for employees. A beneficial reputation and ensuring positive external prestige is successfully built from the inside out. It stimulates employees to become corporate ambassadors. This means that they can successfully spread an ideal organizational reputation (Wæraas & Dahle, 2019). When employees are not positively engaged with their organizational brand on social media, or when this relationship between the employee and brand story is negatively managed, the effects can be severe for organizations. This makes the role of external prestige incredibly important for organizations (Pitt et al., 2018). External prestige creates employee pride for the organization they work for. This triggers a higher feeling of identification and leads to feeling more comfortable when disclosing information online via eWOM.

Previously, scholars explained the formation of external prestige to be based around the processing and interpretation of informative cues to be able to create judgements about. For instance, these include the levels of quality or trustworthiness of an organization (Bitektine, 2011; Etter et al., 2019; Sjøvall & Talk, 2004). Organizations have some extent of control about how they are viewed and judged by the public. Moreover, there are tactics in which an organization can strategically project positive images of themselves through either corporate communication or symbolic actions (Etter, 2019). Employees care about the external reputation because an outsider's opinion towards their organization has implications towards their own reputation and sense of self-worth (Dutton & Dukerich, 1991). This could lead to an employee finding it less risky to become involved online through eWOM and positively supporting the organization they work for.

2.4.1 CSR influencing External prestige

CSR activities make an organization more attractive for stakeholders, such as employees (Gonzalez-Perez & Leonard, 2013; Kim et al., 2010). Both internal and external CSR influence external prestige, however, many previous academic scholars did not split CSR into two variables as implemented by this present research. In general, organizations are often requested to demonstrate that their internal actions and policies meet social and ethical criteria (Fombrun, 2005). As previously found, CSR initiatives can build and increase external prestige while failing to become involved with CSR can set off a source of reputational risk (Fombrun, 2005). As mentioned by other academic scholars studying external prestige, external CSR specifically has a positive effect on external prestige. Public relation activities used to promote external CSR can be used in times of harmful publicity when an organization needs to repair and enhance its corporate reputation (Gonzalez-Perez & Leonard, 2013). In comparison, internal CSR is considered less important for external prestige. However, it is important for other dimensions that indicate employee happiness (Koys, 1997). How employees are treated affects employee well-being and satisfaction. This can lead to an improvement in the quality of work delivered by employees and end up with satisfied customers.

The benefits that arise through the implementation of CSR are positive when done properly. It has been found that organizations should only use CSR for the right reasons. These include becoming more social or sustainable and not solely for marketing purposes. When CSR is used for the right reasons, outsiders will consider the corporation's reputation as positive and this influences external prestige within employees (Hsu, 2012). In line with this reasoning, the study by de Roeck and Delobbe (2012) indicates that within controversial sectors such as the oil industry, one should focus more on strengthening the relationship between an organization and its employees instead of an organization's external prestige. In this case, organizational trust, internal CSR and external CSR are considered essential for a positive relationship with employees. Furthermore, CSR can help companies differentiate themselves and their goods or service and re-establish trust and support from stakeholders (Giannarakis & Theotokas, 2011). Trust and support from stakeholders can lead to positive external prestige and as found by Giannarakis and Theotokas (2011), this can become especially significant during a crisis. Internal CSR, external CSR and external prestige support

the increase of a more positive organizational image and reputation (Gonzalez-Perez & Leonard, 2013).

2.4.2 Mediation effect of external prestige towards eWOM

As previously explained, external prestige is affected by both internal CSR and external CSR. The following step will be to consider the effect external prestige has on eWOM. It is important to note that the opposite effect is vastly studied. Mainly, the effect employee eWOM has on external prestige. However, the effect of external prestige on eWOM intentions has received little attention (Helm, 2011; Rokka et al., 2014).

Interestingly, employees consider the external prestige of the organization they work for before disclosing specific information. This means an organization that is viewed positively by outsiders will positively affect its employees and how likely they are to disclose information (Dutton & Dukerich, 1991). As found by Mael and Ashforth (1989), organizational identification is significantly enhanced through one's self-esteem. This is achieved by the members of the organization when their members are considered highly prestigious by society, who are outsiders to the organization. The critical level of prestige is reached when an organization is positively perceived by all stakeholders through the positive external activities, they are involved in. The findings support the importance of having a positive social image. The usage of external CSR can have such an effect on an individual's employee identification.

As mentioned by Hameed et al. (2016), external CSR is especially relevant concerning the level of eWOM. External CSR actions are defined by Farooq et al. (2017) as actions focused on external stakeholders. In turn, these actions enhance the perceived external prestige. CSR actions that focus on employees, defined in this research as internal CSR, enhance perceived internal respect. Interestingly, internal CSR is more effective towards employees perceived internal respect. Internal respect is defined as an individual's evaluation of their status within the organization they work for (Hameed et al., 2016). Farooq et al. (2017) agree with Hameed et al. (2016). External prestige is not solely affected by CSR, though many other factors can either enhance or decrease external prestige. This means that external prestige can still act as a mediator between the relationship between CSR and eWOM.

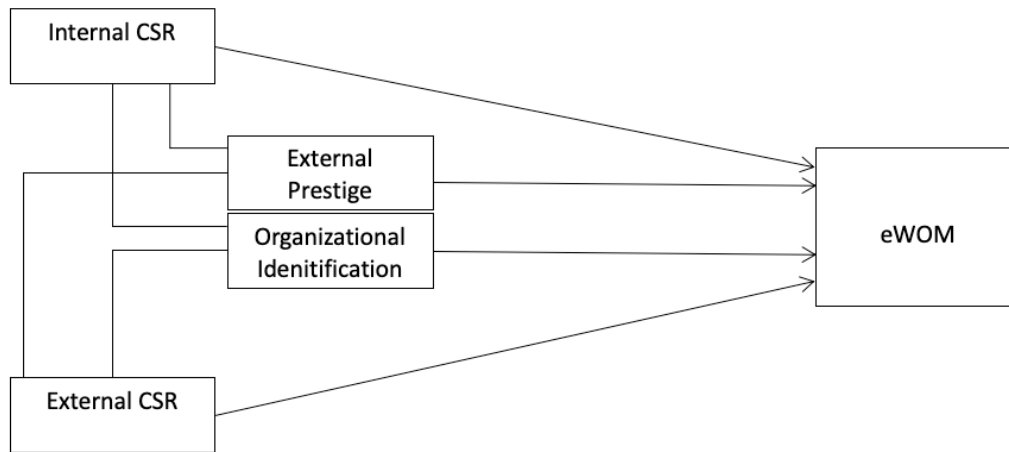
The gap between previous academic literature that examined the relationship between external prestige and employee willingness to be involved online, via eWOM

ensured that the current research considers external prestige as a mediator towards the effects internal and external CSR has on eWOM intentions. Therefore, the following hypotheses were constructed:

Hypothesis 3A: The effect of perceived internal CSR on employees' eWOM intentions is mediated by external prestige.

Hypothesis 3B: The effect of perceived external CSR on employees' eWOM intentions is mediated by external prestige.

Figure 1



A visualization of the relationship between variables

3. Methodology

This chapter includes information about the appropriate research design and arguments for the chosen methods process. First, the method's process is justified and explained. Secondly, the sampling and data collection is presented. Afterwards, the operationalization of both the constructs and the pre-test and final survey is explained and finally, the approaches used to increase the validity and reliability of the entire process are proven to be reasonable under the circumstances of this current research.

3.1 Justification of method

A quantitative method was used to conduct the research. More specifically a quantitative survey method was implemented. A quantitative survey asks mainly closed-ended questions (Punch, 2003). The essence of quantitative research is that relationships between variables can be discovered and analysed. Reality is conceptualized and transformed into variables that can then be measured. The primary goal was to find out how the variables are distributed how they are related and connected and why this was so. Quantitative research methods use numerical data produced by measuring variables (Punch, 2003).

The method, a quantitative survey, was chosen for this research because it has been a central strategy in social research and it is an appropriate method to be able to answer the previously stated research question. The quantitative survey research was able to provide answers about how perceived internal and external CSR affects employees' positive eWOM intentions. Furthermore, the mediation effect of organizational identification and external prestige on eWOM was measured. The magnitude to which this phenomenon affects the sample population was discovered during the research process. The survey was well-organised and ensured all information was gathered directly from the set target audience. A survey enables information to be extracted from a sample of the population and makes studying certain characteristics of the population possible (Nardi, 2018).

3.2 Research design

In this current research, a small-scale quantitative survey was conducted. A non-experimental design was used. Naturally occurring variation in variables are considered when studying the relationship between the variables internal CSR and external CSR, organizational identification, external prestige and employee eWOM. The dependent

variable was employee eWOM and internal CSR and external CSR are the independent variables. Moreover, organizational identification and external prestige are mediators. Mediators can have an indirect effect on the relationship between the initial independent and dependent variables. Important to note, the quantitative survey conducted was cross-sectional meaning that the survey collected the data from the target group at one specific point in time. The unit of analysis was the individual person completing the survey. Hence, the logic of this current research was to look into how individuals vary on the different variables.

3.3 Sampling and data collection

The sampling method used can be defined as being convenience sampling. Moreover, convenience sampling is a type of non-probability sampling that draws from the easily accessible population (Etikan et al., 2016). The sampling method of convenience sampling was implemented because of the ease of obtaining a sample. Convenience sampling can be considered effective because the costs of locating respondents are low and the subjects are readily accessible (Etikan et al., 2016; Lavrakas, 2008). Furthermore, the time it takes to collect respondents is often short in comparison to other probability sampling techniques and few rules are governing how the sample should be collected. However, convenience sampling can be defined as being unpredictable due to the vulnerability of the method because of hidden biases (Etikan et al., 2016). Convenience sampling can be considered as vulnerable due to selection biases that cannot be controlled by the researcher and high sampling errors are often found. This has led the method of convenience sampling to have little credibility (Etikan et al., 2016). Taking the positive and negative characteristics into account the decision was made to continue with convenience sampling as a sampling method. The data collection was completed using a platform called Amazon Mechanical Turk (Amazon Turk). The respondents collected via Amazon Turk received a small financial compensation for filling in the survey. Amazons crowdsourcing platform, Mechanical Turk, is an innovative way to collect data from the correct target group that is more diverse than the sample that could have been collected without using this platform, which usually would lead to a typical student sample. The number of respondents conducted for the research was considered to be valid and lead to generalizable findings. The target group that was found to ensure the survey reaches the number of set respondents were people who use social networking sites and are employed

or had been employed within the past six months. The target group that was found to ensure the survey reaches the number of set respondents are people who use social networking sites and are currently employed or have been employed within the past six months.

The requirements were set up for the final sample of the survey. The requirements included age (18 years or older), having a social media account on platforms such as Facebook, LinkedIn or Twitter, being employed and being required to understand a basic level of English. A sample group of respondents above the age of 18 was required and respondents that did not meet this requirement were removed from the final sample. Youngsters were not included in the survey because it can be predicted that people below the age of 18 will not be or have been employed yet. Furthermore, no parental consent was needed when respondents above the age of 18 are recruited making the sampling process easier. Unemployed respondents that had been unemployed for longer than six months were removed from the sample. They were filtered out at the beginning of the survey through a filter question. If the respondent did not meet the requirement they were redirected to the end of the survey and removed from the sample during the data cleaning process. A six-month cut off point was used because after six months of not being an active employee a connection with an organization could still be felt meaning that these respondents would still be valuable for this research. This method was maintained to ensure data was not removed unnecessarily. At the same time, the cut-off point was implemented to ensure valid data was collected. The six-month time frame was chosen after analysing the academic research about why employees still identify with organizations by Rousseau (1998). Furthermore, the aim of the present study was to investigate the effect of internal and external CSR on the willingness employees have towards becoming involved online through sharing, liking and posting organizational-related information, via eWOM. This requires respondents to have a social media account and this was checked by simply asking if the respondent is active on social media platforms such as Facebook, LinkedIn and Twitter. If they were not active on these platforms and responded to this survey question with a no they were removed from the sample. Finally, the survey was written in the English language, meaning that all respondents must have a basic level of English to be able to participate.

3.4 Participants

In total 317 respondents were collected between the 31st of March and the 7th of April 2020. After the data cleaning process 23 respondents were removed leaving 294 reliable respondents for the research. Two main essential filters were set in place to remove respondents who did not fit the target group. This meant that firstly, unemployed respondents or respondents that had not been employed in the past six months and secondly, respondents without a social media account were removed. None of the respondents were unemployed, 294 respondents opted for the option that they were employed. Secondly, respondents without a social media account were removed. Leaving the research sample with only respondents that mentioned they had a social media profile.

Two standard data cleaning processes were implemented. Respondents that spent a lot of time filling in the survey questions were removed. The limit was put on an hour meaning that all respondents that had taken longer than an hour to complete the survey were removed. Furthermore, respondents that had taken less than 30 seconds to complete the survey were removed. Some respondents had only answered a couple of questions. When less than half of the survey was left unanswered the respondents were removed. This led to all respondents with less than 13 answered questions being disregarded from the final number of research units. The final sample of 294 respondents was qualified to be utilized for the statistical analyses of this research.

The age of the sample ranged between 21 and 70 years old. No participants had to be removed because they were below the set boundary. As previously mentioned, all participants had to be above the age of 18. The average age of the participants was 34.63 ($SD= 9.80$). In total, the gender division between males and females participating in the survey was 198 (67%) male respondents and 95 (32%) female respondents. One participant did not fill the survey question asking about age. The decision was made to keep the respondent with the missing answer about age into the sample because the rest of the survey was filled-in accurately. The current research will not use age as an important variable meaning no effect on the final result was expected due to this missing survey answer. None of the participants filled in the options “non-binary or third gender” and “I prefer not to answer”. All 294 respondents were currently employed (100%).

3.5 Survey structure

The pre-test was run on the 16th of March 2020. The actual survey focusing on eWOM was uploaded on Amazon Turk on the 31st of March and the final respondents filled in the survey on the 7th of April 2020. The entire operationalization process of the survey took a total of eight days.

Four scales previously utilized in other academic research articles were included in the survey. The survey was structured into eight parts as followed. First, the respondents were presented an introduction message welcoming them to the survey and including five important informative messages. Firstly, the respondents were given a quick insight into the aim of the survey and how the survey was structured so that the expectations were set. The aim communicated to respondents was to examine employees' opinions about the organization for which they work. Secondly, respondents had to be above 18 to participate in the survey and this was mentioned in the introduction. Thirdly, the time of the survey was disclosed. An average time of ten minutes was shared. Fourthly, the respondents were kept strictly confidential and the information given was not be shared with third parties. Respondents were informed about this in the introduction message. Lastly, the respondents were given an email address where they could ask further questions about the research. The second part of the surveys asked if the respondents were currently employed or had been employed in the past six months. This filter question was included at the beginning of the survey to filter out anyone who was not currently employed or had not been employed in the past six months. All participants that were either employed or had been employed in the past six months were considered valid participants. Respondents that had been unemployed for more than six months were redirected to the end of the survey and not included within the final sample. The third part included 7 items about internal and external CSR. The fourth part included 5 items about organizational identification. The fifth part included 4 items about external prestige. The sixth part included 3 items about eWOM. The seventh part included the demographics questions. This section included six questions asking the respondent to disclose their age, gender, social media activity, highest achieved education level and nationality. Finally, the survey ended appropriately with room for the respondents to leave additional comments and a final message thanking the respondents for their time. During the entire survey respondents were allowed to skip questions by simply opting for the arrow and leaving the question blank. This method was chosen to avoid respondents filling in a random response or abandoning the survey entirely due to being forced to answer

survey questions. However, during the data cleaning process certain choices had to be made to remove respondents who filled in an incomplete survey and were not considered valid or who did not fill in essential questions for the research. Essential questions were the questions about employment and having a social media account.

The survey focused on eWOM and took place within an online environment using the survey building platform Qualtrics. The data collection tool was the survey questionnaire and this was guided by the research question. The target group had to have access to the internet to be able to take part in the survey. Meaning that surveying within an online environment did not leave out any respondents. There are both strengths and weaknesses attached to surveying within an online environment. Some major strengths are the global reach, flexibility, speed and timeliness, continuous technological innovations, the ease of data entry continuing into analysis and question format diversities. Furthermore, other strengths are the ease of obtaining a large sample and the possibilities that respondents can be directed to specific questions (Evans & Mathur, 2018). Some weaknesses are that answering instructions may be unclear and cannot be explained face to face. The entire online process can be considered impersonal and privacy issues may be involved. Moreover, the response rate is usually lower for online surveys compared to offline surveys (Evans & Mathur, 2018).

Several steps were undertaken when all data had been collected, the data was processed and analysed. IBM SPSS was used as a tool to support the data analysis process. To ensure this process was completed correctly Pallant's (2013) SPSS survival manual was followed.

3.6 Pre-test

The pre-test was conducted before the start of the actual sampling process. This was completed to ensure all questions were understood by participants and the entire survey was mistake-free. Errors were minimized by letting a small sample of five participants check the survey before it was uploaded on Amazon Turk. As found by Hilton (2015) a pre-test increases the response rate in the final experiment because the survey questions will have been checked if they work as intended and are understood by respondents. The pre-test was held on the 16th of March. Convenience sampling was used to collect the five pre-test respondents. The convenience sample was time efficient. This allowed the researcher to be able to complete the pre-test within one day. The sampling method was able to deliver respondents that disclosed valuable information. Important to note that the pre-test was

held completely online. The five participants were contacted separately and asked to fill in the survey as a normal respondent would, apart from timing themselves while completing the survey. Afterwards, the pre-test respondents were asked to note down any errors, spelling mistakes, layout, the general flow and importantly any general unclearness spotted in the survey. These errors were edited after all five respondents were contacted via telephone to discuss their findings. The time in which the respondents completed the survey was collected and a correct estimation time was disclosed in the introduction of the final survey. After the pre-test the survey was considered complete and ready to be uploaded on Amazon Turk.

3.7 Operationalization

The operationalization section of this research will introduce all scales used in the survey. Moreover, factor analysis was run for each scale to investigate variable relationships and the results of these analyses are written out. Afterwards, for each scale, a Cronbach alpha was mentioned which will show the internal consistency of the scale and measure the scale's reliability. A mean and standard deviation will be disclosed after the factor analysis of each scale.

3.7.1 Perceptions of internal and external CSR

To assess how internal and external CSR was perceived by the respondents a previously validated scale was used. The 7-item scale adapted from Öberseder et al. (2009) was used and measures both internal CSR and external CSR. The respondents were asked to indicate to what extent the following issues were important for their organizations. For example, the following two items were included in the survey: first, "relations to the local community (for example, by respecting regional values and by contributing to the economic development of the region)". Second, "relations with employees (for example, by setting decent working conditions and by treating employees equally)". A 7-point Likert scale ranging from one (extremely unimportant) to seven (extremely important) was used.

3.7.2 Organizational identification

To assess how employees feel identified with the organization they work for or had worked for in the last six months a previously validated scale was used. Organizational identification was measured via a 5 item scale (Leach et al., 2008). The items included in this

scale were: first, "I feel a bond with the organization I work for". Second, "I feel solidarity with the organization I work for". Third, "I feel committed to the organization I work for". Fourth, "I feel that it is worthwhile to belong to the organization I work for". Lastly, "I feel good about belonging to the organization I work for". A 7-point Likert scale ranging from one (very strongly disagree) to seven (very strongly agree) was used. The respondent was asked to indicate the extent to which they either agree or disagree with the items in the scale.

3.7.3 External prestige

To assess how employees perceive external prestige for the organization they work for or had worked for in the last six months a previously validated scale was used (Mael & Ashforth, 1992). The scale was adapted into a 4 item scale. The respondent was asked to answer statements about how other people perceive the organization they work for. The first statement was "I believe that the organization I work for has a good reputation". Secondly, "I believe that most people have a positive view of the organization I work for". Thirdly, "I believe that most people value the organization I work for". Lastly, "I believe that the organization I work for is perceived as a prestigious place to work". A 7-point Likert scale ranging from one (very strongly disagree) to seven (very strongly agree) was used.

3.7.4 eWOM

To assess how employee eWOM was used by the respondents a previously validated scale was used. eWOM was measured via a 3 item scale (van Zoonen et al., 2018). The section in the survey where these items are introduced will ask the respondents about their willingness to disclose positive information about the organization they work for or the organization they worked for in the past six months on their social media accounts. Three examples of social media accounts were given these being Facebook, Twitter and LinkedIn to ensure the respondent understands what is meant by a social media account. The respondent was asked how likely it is that they would undertake the action mentioned in the item. The items included in this scale were: "'like' a social media post that your organization has shared?", "'share' a social media post by your organization?" and lastly "'post' a positive social media message about the organization you work for?". A 7-point Likert scale ranging from one (extremely unlikely) to seven (extremely likely) was used.

3.7.5 Factor analysis and reliability checks of the scales

Factor analyses and reliability analyses were run at the beginning of the data analysis process. Factor analysis was performed to identify underlying structures when developing scales. In the case of this research five scales were developed: internal CSR, external CSR, organizational identification, external prestige and eWOM. The internal consistency was assessed by running a reliability analysis and ensuring a positive Cronbach's coefficient alpha for each previously validated scale. This analysis was run to ensure the degree to which the items make up the scale were all measuring the same underlying attribute (Pallant, 2013).

The first independent variable for this research was CSR which was divided into two subscales internal CSR and external CSR based on previous research by Öberseder et al. (2009). The 7 items answered on a 7-point Likert scale of the CSR scale were subjected to a principal component analysis (PCA) using SPSS. Before performing a PCA the suitability of data for factor analysis was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of .5 and above. The Kaiser-Meyer-Olkin value was .81, exceeding the recommended value of .6 (Kaiser, 1974) and Bartlett's test of Sphericity reached statistical significance supporting the factorability of the correlation matrix (Bartlett, 1954).

Principle Components Analysis revealed the presence of two components with eigenvalues exceeding 1 explaining 44% and 18% of the variance respectively. Component one presented an Eigenvalue of 3.08 and component 2 presented an Eigenvalue of 1.23. An inspection of the scree plot revealed a clear break after the second component. Therefore, it was decided to retain two components for further investigation.

The two-component solution explained a total of 62% of the variance. To aid in the interpretation of these two components oblimin rotation was performed. The rotated solution revealed the presence of a simple structure, with both components showing several strong loadings and all variables loading substantially on only one component (Thurstone, 1947). The results of this analysis support the use of the internal CSR items and the external CSR items as separate scales. These findings are presented in Table 3.1. The Cronbach's Alpha of .79 indicated good reliability of the scale. The mean of the sample was 5.40 and the standard deviation was 0.86.

Table 3.1

Factor and reliability analyses for employee perception internal and external CSR
(*N* = 294)

Item	<i>Internal CSR</i>	<i>External CSR</i>
Organizational relations with local community		.79
Organizational relations with employees	.58	
Organizational economic success	.82	
Protecting environment		.74
Organizational relations with society		.82
Organizational relations with customers	.71	
Organizational relations with suppliers	.74	
<i>R</i> ²	44%	18%
Cronbach's α	.74	.73

The second independent variable was organizational identification, which consisted of five items on a 7-point Likert scale. Although these five items were not classified to be different factors in previous research done by Leach et al. (2008) or split into two as was done for the CSR scale, it was still relevant to examine whether the items could represent

various factors. Therefore, a Factor Analysis was conducted using Principle Components Analysis. The Principle Components Analysis consisted of the Varimax rotation which was based on Eigenvalues (>1.00), $KMO = .85$, $\chi^2 (N = 249, 10) = 798.05$, $p < .001$. One component presented an Eigenvalue above 1, the Eigenvalue of component one was 3.49. The resultant model explained 70% of the variance in organizational identification. A one-factor solution was yielded as it was the best fit for the data. The Cronbach's Alpha of .89 indicated very good reliability of the scale. The mean of the sample was 5.39 and the standard deviation was 1.18.

The third independent variable was external prestige, which consisted of four items on a 7-point Likert scale. Although these four items were not classified to be different factors in previous research done by Mael and Ashforth (1992) or split into two as was done for the CSR scale, it was still relevant to examine whether the items could represent various factors. Therefore, a Factor Analysis was conducted using Principle Components Analysis. The Principle Components Analysis consisted of the Varimax rotation which was based on Eigenvalues (>1.00), $KMO = .81$, $\chi^2 (N = 249, 6) = 398.47$, $p < .001$. One component presented an Eigenvalue above 1, the Eigenvalue of component one was 2.61. The resultant model explained 65% of the variance in external prestige. A one-factor solution was yielded as it was the best fit for the data. The Cronbach's Alpha of .82 indicated very good reliability of the scale. The mean of the sample was 5.51 and the standard deviation was 1.02.

The dependent variable was eWOM, which consisted of three items on a 7-point Likert scale. Although these three items were not classified to be different factors in previous research done van by Zoonen et al. (2018) or split into two as was done for the CSR scale, it was still relevant to examine whether the items could represent various factors. Therefore, a Factor Analysis was conducted using Principle Components Analysis. The Principle Components Analysis consisted of the Varimax rotation which was based on Eigenvalues (>1.00), $KMO = .75$, $\chi^2 (N = 249, 3) = 566.10$, $p < .001$. One component presented an Eigenvalue above 1, the Eigenvalue of component one was 2.52. The resultant model explained 84% of the variance in employee eWOM. A one-factor solution was yielded as it was the best fit for the data. The Cronbach's Alpha of .89 indicated excellent reliability of the scale. The mean of the sample was 5.09 and the standard deviation was 1.58.

3.8 Validity and reliability

The operationalization process of the research took into consideration certain measures to ensure the validity and reliability of the survey were strengthened. Validity is defined as how accurately the research represents participant's realities of the social phenomena and to what extent it is credible to them (Schwandt, 1997). Multiple measures were adopted during this research to ensure validity. For example, by using previously utilized scales, validity was strengthened. The sample group was essential for valid research. Filters within the survey were set in place to ensure that all participants after the data cleaning process were considered true members of the segment from which the research wanted to recruit respondents, in this case, respondents were all employed and had social media accounts. These results meant that data was collected from individuals that truly represented the correct preplanned segment.

Reliability can be defined as the level of replicability of the process and results of a research procedure. The essence of reliability is the consistency of the methodology (Leung, 2015). Similar to validity, multiple measures were adopted during this research to ensure reliability. The pretest conducted before the actual survey was distributed ensured that the operationalization of the research was reliable. The pretest was completed to ensure the survey is clear and includes no mistakes. Important to note, during a pretest the flow of a survey is checked and clarity is ensured, reliable research should be clear for all participants. The inclusion of a pretest led to optimal and reliable results as possible. The sample size of 294 was considered large enough for the research to achieve reliable results.

4. Results

The results chapter includes the findings reported after the SPSS statistical analyses had been run based on the collected data. All analyses were run after the data cleaning process, meaning the total sample size was 294 respondents. The results presented in this section are essential for the current research. It presents further insights into the previously stated research question and hypotheses. This chapter is split up into six sections: control variables, the effects of internal and external CSR on employee eWOM, organizational identification as a mediator and external prestige as a mediator, a visual display of results and additional findings.

In the case of this research, simple linear regression analyses and multiple linear regression analyses were used to explore the relationships between variables. The first simple linear regressions analysis conducted analysed the relationship between gender, age and the dependent variable eWOM. For the first pair of hypotheses testing the relationship between employee eWOM and internal and external CSR one multiple linear regression analyses was used. For the next two pairs of hypotheses, the mediation effect of two variables - organizational identification and external prestige - were tested to find out if these two factors could help explain the relation between CSR and employee's activities online, through eWOM. During the mediation analyses Baron and Kenny (1986) steps were followed to investigate the relationships. Finally, a multiple regression analysis was run testing the relationships of external prestige on organizational identification.

4.1 Control variables

The first analysis for the research completed was checking if the control variables, age and gender, had any effect on the willingness employees had to engage in positive eWOM. A multiple linear regression was conducted. In this case, eWOM was the criterium, as shown in table 4.1. Predictors were age and gender. Preliminarily analyses were conducted to ensure that there was no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. The model showed no significant relationship, $F(2, 290) = .85, p = .427, R^2 = .01$. Both age ($\beta = .02, p = .716$) and gender ($\beta = .07, p = .245$) were found to be statistically insignificant predictors for positive employee eWOM intentions. These findings concluded that the variables age and gender would not be taken into consideration throughout the rest of the analysis because they are not of any significance and will not play a role in the current research.

Table 4.1*Regression model on age and gender affects eWOM*

	eWOM	
	Model	
	Standardized coefficient b*	t
<i>Age</i>	.02	.36
<i>Gender</i>	.07	1.17
<i>R²:</i>	.01	
<i>F value:</i>	.85	

Note. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

4.2 Effects of internal and external CSR on Employee eWOM

A multiple linear regression was conducted with eWOM as a criterium, as shown in table 4.2. Predictors were internal CSR and external CSR. Preliminary analyses were conducted to ensure that there was no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. The total variance explained by the model as a whole was 35%. The model was found to be significant, $F(2,291) = 78.23$, $p < .001$. External CSR ($\beta = .57$, $p < .001$) was found to be a significant predictor while internal CSR was not significant ($\beta = .05$, $p = .347$) for employee eWOM intentions.

Table 4.2*Regression model on how internal and external CSR affects eWOM*

	eWOM	
	Model	
	Standardized coefficient b*	t
<i>Internal CSR</i>	.05	.94
<i>External CSR</i>	.57***	10.65
<i>R Square:</i>	.35	
<i>F value:</i>	78.23***	

Note. *p < 0.05; **p < 0.01; ***p < 0.001

What can be found when conducting a multiple linear regression including internal and external CSR as predictors are that the perception of external CSR had a significant relationship with positive employee engagement online through eWOM and internal CSR does not. At this point hypotheses 1A, 2A and 3A can be rejected. Hypothesis 1A stated that perceived internal CSR is positively associated with employees' willingness to engage in positive eWOM. Hypothesis 2A stated that the effect of perceived internal CSR on positive eWOM intentions is mediated by organizational identification. Hypothesis 3A stated that perceived internal CSR on employees' eWOM intentions is mediated by external prestige. The mediation analysis that will be completed later on in the results section will follow the steps by Baron and Kenny (1986). Baron and Kenny (1986) state that a four-step simple and multiple linear regression process needs to be completed before a mediation relationship can be concluded. Step one involves testing that the initial dependent variable, in this case, employee eWOM was correlated with the independent variable being internal and external CSR. As shown by the multiple linear regression analysis, table 4.2, internal CSR was not significant which concludes that further testing for a mediation analysis will not be completed. The effect of perceived internal CSR on positive eWOM intentions was not mediated by organizational identification or external prestige.

4.3 Organizational Identification as a mediator

The four-step approach by Baron and Kenny (1986) was used to test the mediation. Several regression analyses are conducted, and the significance and correlation of each analysis are examined at each step. Three simple linear regressions analysis were run, and the final step includes a multiple linear regression. The first three steps were run to test that zero-order relationships among the variables exist (MacKinnon et al., 2007). The mediation analyses run continued with external CSR as the initial independent variable.

The first step had already been completed, this was conducting a regression between the perceptions of external CSR and positive employee engagement through eWOM (hypothesis 1b). The regressions (as shown in 4.2) was significant. The significance between the initial independent variable and the initial dependent variable can be confirmed.

The second step looks into the relationship between the initial independent variable and the mediator. A simple linear regression was calculated to predict organizational identification based on external CSR, as shown in table 4.3. A significant regression equation was found ($F(1,292) = 314.02$, $p < .001$), $R^2 = .52$. External CSR had a significant positive influence on organizational identification ($\beta = .72$, $p < .001$). The simple linear regression analysis (as shown in table 4.3) was significant. The significance between the initial independent variable and the mediator can be confirmed.

Table 4.3

Regression model on how external CSR affects organizational identification

Organizational identification	
Model	
	Standardized coefficient b* t
<i>External CSR</i>	.72*** 17.72
<i>R Square:</i>	.52
<i>F value:</i>	314.02***

Note. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

The final two steps, step three and four involve the same regression model. The first relationship analysed was between the mediator, organizational identification and the dependent variable, positive employee engagement through eWOM. As shown in table 4.4, organizational identification ($\beta = .44$ $p < .001$) had a significant positive influence on eWOM.

Finally, a multiple linear regression was conducted to study the relationship between external CSR with organizational identification as the mediator. In this case, eWOM was the criterium and predictors were organizational identification and external CSR as presented in table 4.6. Preliminarily analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. The total variance explained by the model as a whole was 44%. The model was found to be significant, $F(2, 291) = 114.11$, $p < .001$, $R^2 = .44$. Both the mediator organizational identification ($\beta = .44$, $p < .001$) and the initial independent variables, external CSR ($\beta = .28$, $p < .001$) were found to be statistically significant predictor for positive employee eWOM intentions. External CSR remains significant when controlling for organizational identification. Thus, there was support for a partial mediation effect of identification in the relation between external CSR and positive employee eWOM intentions because external CSR remains significant.

Table 4.4

Regression model on how external CSR and organizational identification affects eWOM

	eWOM	
	Model	
	Standardized coefficient b*	t
<i>Organizational identification</i>	.44***	6.91
<i>External CSR</i>	.28***	4.36
<i>R square:</i>	.44	
<i>F value:</i>	114.11***	

Note. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

The results imply that the relationship between external CSR and positive employee engagement through eWOM was partially mediated by organizational identification. In this case hypothesis 2B was accepted, the effect of perceived external CSR on positive eWOM intentions is partially mediated by organizational identification.

4.4 External prestige as a mediator

Similar to the previous section, regression analyses were run to find out if external prestige was a mediator between the perception of external CSR on positive employee engagement through eWOM. Step one, an analysis was run to discover the relationship between the initial independent variable and the initial dependent variable. The regressions (as shown in table 4.2) was significant. The significance between external CSR and positive employee engagement through eWOM can be confirmed.

During step two, one simple linear regression model was run focused on external CSR. A simple linear regression was calculated to predict external prestige based on external CSR, as shown in table 4.5. A significant regression equation was found ($F(1,292) = 172.65$, $p < .001$), with an R^2 of .37. External CSR had a significant influence on organizational identification ($\beta = .61$, $p < .001$). The simple linear regression analysis (as shown in tables 4.5) was significant. The significance between the initial independent variable and the mediator can be confirmed.

Table 4.5

Regression model on how external CSR affects external prestige

External prestige		
Model		
	Standardized coefficient b*	t
<i>External CSR</i>	.61***	13.14
<i>R Square:</i>	.37	
<i>F value:</i>	172.65***	

Note. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

Step three analyses the relationship between the mediator, external prestige and the dependent variables, positive employee engagement online through eWOM. As shown in table 4.6 external prestige ($\beta = .33, p < .001$) had a significant influence on eWOM.

Finally, a multiple linear regression was conducted to study the relationship between external CSR and eWOM with external prestige as the mediator. In this case, eWOM was the criterium, as shown in table 4.6. Predictors were external prestige and external CSR. Preliminarily analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. The model was found to be significant, $F(2,291) = 103.82, p < .001, R^2 = .42$. Both external prestige ($\beta = .33, p < .001$) and external CSR ($\beta = .39, p < .001$) were found to be significant towards positive employee eWOM intentions. External prestige remains significant when controlling with external CSR. Partial mediation was supported for the relationship between external CSR and positive employee eWOM intentions because external CSR remains significant.

Table 4.6

Regression model on how external CSR and external prestige affects eWOM

	eWOM	
	Model	
	Standardized coefficient b*	t
<i>External prestige</i>	.33***	5.86
<i>External CSR</i>	.39***	6.87
<i>R square:</i>	.42	
<i>F value:</i>	103.82***	

Note. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

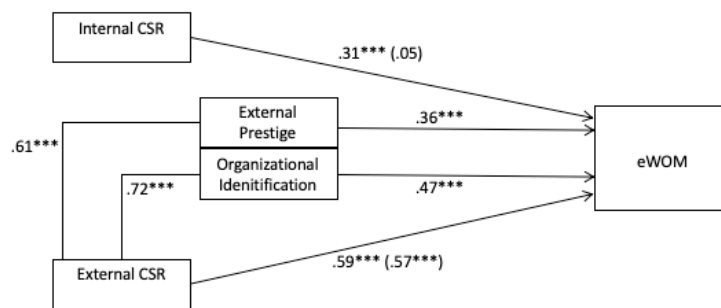
The results imply that the relationship between external CSR and positive employee engagement through eWOM was partially mediated by external prestige. In this case

hypothesis 3B was accepted, the effect of perceived external CSR on employees' eWOM intentions was partially mediated by external prestige.

4.5 Visual display of results

As illustrated in Figure 2, internal plus external CSR and the two mediating variables external prestige and organizational identification are significant towards the employee's willingness towards eWOM.

Figure 2



Standardized regression coefficients (β) for the relationship between the perception of internal plus external CSR and willingness employees have to engage in positive eWOM. Also, the mediation effects of organizational identification and external prestige.

*Note. : N=294. *p < 0.05; **p < 0.01; ***p < 0.001*

4.6 Additional results

To further support potential findings, a simple linear regression was conducted to study the relationship between organizational identification and external prestige. In this case, organizational identification was the criterium. The predictor was external prestige. Preliminary analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. The model was found to be significant, $F(1,287) = 434.18$, $p < .001$, $R^2 = .60$. External prestige was found to be significant for organizational identification. In the present research, both variables act as mediators, however, it was interesting and significant to find that the higher the external prestige felt by the employee the higher amount of employee organizational identification was found.

5. Discussion

Over the past several years, organizations have increased their attention towards the adoption of voluntary, environmental and social activities – often referred to as CSR (Hawn & Ioannis, 2016). As found by Dutton and Dukerich (1991), CSR has a positive effect on organizational performance such as better employee engagement and human resource capabilities. Furthermore, the United Nations sustainable development goals (SDGs) have made it more popular for organizations to become involved in CSR initiatives. The reasons behind this are the aforementioned positive effects and a popular shift within organizations towards more sustainable and social activities. Moreover, a shift can be observed when analysing organizational activities. Traditional, unsocial and unsustainable models where waste was considered normal would have been used previously. Now, businesses emulate socially positive and sustainable cycles (Kuehr, 2007). However, some scholars have identified a concern that CSR initiatives have become more of a marketing trick than a fundamental transformation to support future generations (Amyx, 2020). Importantly, the researchers for the SDGs noted that better employee relations are an outcome of high organizational CSR performance. The aforementioned popularity of CSR has increased the importance of academic studies that investigate the effects CSR has on both internal and external organizational processes. This falls in line with this present study.

The growth in popularity of CSR supports research that investigates the effects of CSR. In this case, this study investigates the effects on the willingness of employees to engage in positive eWOM. Internal CSR, external CSR and two mediators (organizational identification and employee prestige) were studied to discover their relationships on positive employee eWOM intentions. To gain a deeper understanding of CSR and how it can affect employee engagement online via eWOM, both independent variables were studied quantitatively. Limitations were found when analysing previous research that considered the effects of CSR on employees. These limitations were been taken into consideration in this present research which aims to build upon previous scholarly research. An example of a limitation is the generalization of CSR into one dimension. In this research, a macro viewpoint of CSR was implemented throughout the present research. This can be described as the separation of CSR into two variables, internal CSR and external CSR. The following research question was constructed to study the above-mentioned topic: 'To what extent does the perceived internal and external CSR affect employees' positive eWOM intentions?'. Key

findings, theoretical implications, practical implications limitations, future research and concluding remarks will all be discussed in the following sections.

5.1 Key findings

The key findings of the present research are stated below. First, the findings from the present research will be discussed. This is then followed up by insights and findings from previous academic research articles. These articles either support the presented findings or are enriched by the findings.

The relationships between employee perceptions of an organization's internal and external CSR initiatives and the willingness employees have to disclose information online through eWOM were analysed in the current study. This led to the construction of the first two hypotheses. Firstly, hypothesis 1A stated that the perceived internal CSR has a positive effect on the willingness employees have in engaging in positive eWOM. However, results showed that internal CSR has no significant effect on the willingness employees have in engaging in positive eWOM. This finding led to no support for the hypothesis. Secondly, hypothesis 1B stated that the perceived external CSR has a positive effect on the willingness employees have in engaging in positive eWOM. The key finding for this part of the research is that external CSR has a positive effect on the willingness employees having to engage in positive eWOM, meaning that hypothesis 1B was supported. The second research objective considers organizational identification as a possible mediator between the effects of internal and external CSR on the positive eWOM intentions employees may have.

Secondly, as stated by Marwick and Boyd (2010), identified employees will allow their work to become part of their self-conception and this increases the likeliness that they will use their eWOM on social media platforms. To further discover what affects employee eWOM, both internal and external CSR are analysed, and the level of organizational identification is considered as a mediator between the two initial variables. This led to the construction of the second pair of hypotheses. Firstly, hypothesis 2B stated that the effect of perceived external CSR on positive eWOM intentions is mediated by organizational identification. The finding was that organizational identification partially mediates the relationship between perceived external CSR on positive employee eWOM intentions. This means that hypothesis 2B was supported. Secondly, hypothesis 2A stated that the effect of perceived internal CSR on positive eWOM intentions was mediated by organizational

identification. Hypothesis 2A was unsupported. No relationship was found between internal CSR and positive eWOM intentions by employees.

Lastly, external prestige was considered as a possible mediator in this current research. As was found by Kim et al. (2010), the relationship between an employee and the organization this employee works for improves when the level of external prestige of the organization is considered high. This led to the construction of the third pair of hypotheses. First, hypothesis 3B stated that the effect of perceived external CSR on positive eWOM intentions was mediated by external prestige. The finding from the present research is that the effect of external CSR on eWOM was partially mediated by external prestige, meaning support was found for hypothesis 3B. Second, hypothesis 3A stated that the effect of perceived internal CSR on employees' eWOM intentions is mediated by external prestige. However, no mediating relationship could be found because there was no relationship between internal CSR and eWOM. No support was found for hypothesis 3A. External prestige acts as a mediator in this current research between external CSR and employee eWOM intentions. External prestige plays an important role within this present research. External prestige has also been found to affect organizational identification significantly, as shown in the additional results section and found by other academic scholars (Hameed et al., 2016).

5.2 Theoretical implications

An important contribution was that no significant relationship with employee eWOM and internal CSR was found. Hameed et al. (2016) may have found a relationship between internal CSR and organizational identification. However, according to this current research, no effect can be found on the employees' willingness to become involved online via eWOM. External CSR does, however, significantly affect employee eWOM intentions and this finding is confirmed by previous academic literature that investigated similar topics. As found by Glavas and Godwin (2013), employees feel more identified with the organization they work for when this organization is involved in external CSR initiatives. An employee that identifies him or herself with their organization is more willing to disclose organizational-related information on personal social media platforms such as Facebook or LinkedIn (van Zoonen et al., 2018). The findings in this present study are partially supported by previous academic scholars. Not found in other academic research papers is that internal CSR is not found to be significant towards employee eWOM intentions. Hameed et al. (2016), for example, found internal CSR to indirectly influence employee identification. However, no further research is

completed by Hameed (2016) to find an effect between internal CSR and employee eWOM intentions. In summary, it can be concluded from the results of this present research that external CSR has a positive effect and internal CSR has no effect on the willingness employees have in engaging in positive eWOM.

In this study, when comparing both types of CSR, external CSR has a greater effect on the willingness employees have in engaging in positive eWOM. According to findings from previous academic literature, a reason why external CSR motivates employees to be more involved online through eWOM because external CSR is considered more visible and tangible to outsiders and other important stakeholders (Gligor-Cimpoieru & Munteanu, 2014). The visibility and tangibility of external CSR motivates employees to consider the perception of external prestige. External prestige affects organizational identification (Hameed et al., 2016). Organizational identification is an important driver for eWOM (van Zoonen et al., 2018). Furthermore, Hawn and Ioannis (2016) similarly found that CSR was highly effective when externally communicated towards key stakeholders, especially those from the investment community. Another key finding by Hawn and Ioannis (2016) is that external CSR is usually the forgotten initiative. Organizations do more and communicate less. The findings of this study do not differ from previous academic articles focussed on similar topics. It can be concluded that while external CSR has a positive effect, internal CSR does not affect the willingness employees have in engaging in positive eWOM.

Internal CSR is still considered to be important as it positively contributes towards the psychological and physiological well-being of employees (Turker, 2009). Furthermore, internal CSR can allow for more comfort for employees and this, in turn, can lead to employees feeling more identified towards the organization they work for. Above all, internal CSR is mainly focussed inwards on employee well-being. It is not focussed outwards as external CSR through initiatives organised to make outsiders more aware of the socially and environmentally friendly activities initiated by an organization (Hameed et al., 2016). Internal CSR increases employees' happiness, however, it was found that it has no relationship with employees' willingness to engage in positive eWOM. The opposite effect was found for external CSR because a significant relationship was found regarding employee willingness to engage in eWOM. Another reason for this as stated by Hameed et al. (2016), is the fact that perceived internal CSR is self-focussed and perceived external CSR is focussed on others. Social media platforms, through which eWOM is disclosed, allow for communication towards a multitude of different people (Hennig-Thurau et al., 2004). The finding that stated that

external CSR is focussed on others and eWOM, via social media, allows an employee to reach out to others can explain why external CSR motivates employees to be more active via eWOM online. The connection between the two variables was also noticed by Fatma et al. (2020), eWOM is an online communication process through which external CSR can be communicated. Based on the findings and previous academic literature, it can be confirmed that external CSR leads to a higher level of willingness in employees wanting for to engage in positive eWOM.

One explanation for these findings is the fact that a well-identified employee is usually more willing to support the organization he or she works for via online platforms such as Facebook (van Zoonen et al., 2016). As previously found, the variable of organizational identification partially mediated the effect of the independent variable external CSR on eWOM. Therefore, identification influences employee willingness to become involved online through eWOM. These findings are in line with research findings by Hameed et al. (2016) which stated that external CSR is perceived positively by employees and this affects how an employee is identified. An identified employee is more willing to disclose information online. Organizational identification supports behaviours such as job involvement, job satisfaction and in-role and extra-role performances (Kim, 2020). Moreover, Fatma et al. (2020) found both internal and external CSR to influence customer-company identification which leads to a higher willingness from customers to be involved in eWOM online regarding a company. Interestingly, Fatma et al. (2020) focussed on customers, unlike the present research that focusses on employees. Significantly, external CSR is found to be significant for employees. However, internal CSR is not found to be a motivator for employees to participate in eWOM. These findings differ from the study performed on customers. However, the findings from previous academic scholars support the current research that presents that identified employees are more willing to be involved online. The findings of this study do not differ when examining external CSR from previous academic articles that focussed on similar topics. It can be concluded that external CSR has a positive effect on the willingness that employees have to engage in positive eWOM and that this relationship is partially mediated by organizational identification. Both variables affect the willingness of employees to engage in positive eWOM.

As mentioned by Hameed et al. (2016), external CSR positively affects external prestige and internal CSR affects perceived internal respect. The present research concluded with similar findings. External prestige is affected by external CSR and both variables

influence employees' eWOM intentions. Furthermore, as found by Hameed et al. (2016), the opinions of outsiders are considered important. Employees usually become more identified with their organizations when outsiders consider their organization to be worthwhile. This again relates to the idea put forth by Marwick and Boyd (2010) that when organizational identification is influenced by external prestige and CSR, it ensures that a work relationship becomes part of an individual's self-concept. Within the results chapter of this present research, a subsection is added called additional results looking into the relationship between organizational identification on external prestige, the regression analysis run was found to be significant. These findings support the findings by Marwick and Boyd (2010), external prestige influences a higher level of organizational identification. When employees are highly identified towards the organization they work for an employee feels comfortable to disclose organizational-related information online via employee eWOM. Moreover, in the study by Koys (1997) similar findings to that found by those in the present study were reported. Mainly that internal CSR was considered less significant in relation to external prestige. Importantly, the findings of this present study do not differ from previous academic articles that focussed on similar topics. It can be concluded that external CSR has a positive effect on the willingness employees have to engage in positive eWOM. Additionally, this relationship is partially mediated by external prestige. Furthermore, the relationship between internal CSR and employee eWOM intentions is insignificant. In summary, external CSR, organization identification and external prestige all affect the willingness employees have to engage in positive eWOM.

5.3 Practical implications

The current findings add to and further enrich already existing academic literature. Simultaneously, the findings create new insights for CSR managers, human resource managers, marketers and any other professionals involved in employee management and CSR initiatives. The insights found can contribute to practical future CSR initiatives and employee online management. Through the findings CSR initiatives implemented by organizations can be adapted to enhance more positive employee eWOM about organizational topics. Previous literature that investigated the effects of internal and external CSR did not investigate the effects they could have on the willingness of employees to engage in positive eWOM. Moreover, an academic scholar that did study the willingness stakeholders have to engage in positive eWOM did not split CSR into two different variables

(Fatma et al., 2020). However, CSR is considered too complex to be looked at as a unidimensional construct (Dhanesh, 2012; Chen et al., 2019). The current study was able to conceptualise CSR into two different dimensions, internal and external CSR and consider the effect these two variables had on the willingness of employees to engage in positive eWOM. In previous academic studies it was not clearly stated that internal CSR had an insignificant effect on positive employee eWOM. This information could be considered significant when an organization wants to shift focus by promoting positive eWOM online towards their employees. External CSR, which is how an organization is presented to be socially and sustainably involved, is more important for employee eWOM. This form of investigation had been unstudied so far, thus making this current research significant and giving it the ability to form newly constructed managerial implications.

In terms of practical implications, HR professionals and CSR managers should pay more attention to external CSR when wanting to motivate employees to become more involved online via eWOM. One significant managerial implication is the positive relationship between organizational involvement within external CSR and employee willingness to become positively involved through eWOM. When organizations want to improve employee involvement online, external CSR initiatives such as cause-related marketing, donations towards charities, sponsorship of either environmentally or socially responsible events, or employee volunteerism are all initiatives that could boost employee eWOM (Basil & Erlandson, 2008). Moreover, employees find how outsiders judge the status and image of their organizations as highly important (Mignonac et al., 2006). These insights prove the importance of external CSR because through external CSR outsiders are informed about an organization's status and image. Additionally, judgements are created by outsiders about the released information which can either be positive or negative.

Additionally, a misalignment was found when considering the amount of time and effort that is invested in the internal CSR initiatives compared to external ones (Hawn & Ioannis, 2016). The time invested into either internal or external CSR by organizations can be considered a practical implication, however, the present research does explain the added value of external CSR initiatives on employee eWOM intention. Through external CSR initiatives organizations indirectly motivate employees to become more involved online, via eWOM. In contrast, Hawn and Ioannis (2016) mention that a large misalignment between internal CSR and external CSR is detrimental to market value. Stakeholders have been found to classify an organization to be involved in greenwashing when efforts into internal and

external CSR are considered to be imbalanced. A combination of internal and external CSR is considered to be important.

5.4 Limitations and future research

Overall, the findings in this research further expand the insights there are into how internal and external CSR is considered important by employees and motivate them to become involved online, via eWOM. It has an impact on how both variations of CSR boost potential disclosure about organizational information online via eWOM. The findings of this research build upon and contribute to previous academic literature about employee engagement online. To be able to comprehend the findings of this research study, limitations need to be taken into consideration and reviewed. There are certain limitations in this research that will allow for future academic opportunities and developments, especially surrounding the empirical research topic of online employee engagement, via eWOM and the effects that internal and external CSR have on these behaviours.

Firstly, the sampling method used, convenience sampling, could have reduced the credibility of the research findings. Moreover, a more randomised type of sampling would improve the generalisability of this research study. However, because Amazon Turk was used as a data crowdsourcing platform, the respondents that were recruited were more diverse compared to the collection of respondents that could have been recruited if, for example, a combination of social media platforms and snowball sampling processes were used to recruit respondents. Hence, the present research recruited a less biased sample than when convenience sampling within a social media environment would have been implemented. Furthermore, the distribution of all demographic variables such as age, gender, country of origin and educational background was diverse. This led to a well-rounded research sample.

Secondly, completing the survey within an online environment leads to certain limitations. As mentioned by Evans and Mathur (2018), instructions could be unclear and could not be explained face to face in an online survey. An appearance of being impersonal could lead to potential limitations to the final results. On the one hand, a survey completed under the supervision of the researcher could improve the limited factors mentioned. On the other hand, an online survey is usually completed in a shorter time frame. For this research, the entire sampling period took only eight days. The benefits of completing a survey online were considered more effective and having weighed out the negatives against the positives, the decision was made to continue utilising an online survey. However, future researchers

could consider doing a mix of quantitative online methods and qualitative offline methods to add to the findings of the research. A possible method could be offline interviews with employees. For this research theme, quantitative research enabled the recruitment of a large group of respondents and achieve a general insight into correlations. Qualitative research can build upon this and discover a more detailed meaning behind the answers given by employees. The added value of qualitative research is the more in-depth understanding the researcher will gain about an individual's experience. An individual's thoughts, opinions and general trends gained through qualitative research allow for a more in-depth understanding of the researched phenomenon. This would be an extremely versatile and achievable option for future research.

Thirdly, CSR was split into two variables, namely internal and external CSR. However, there are many more themes within the broad term CSR that could have been focussed on. Doing this may have contributed to more developed findings. In previous academic literature, different labels were used that fall underneath the umbrella term CSR. For example, Unsworth et al. (2016) investigated two specific types of CSR, not studying CSR as a whole and labelled them as the intersection of business practice and climate change. Furthermore, Russell et al. (2016) investigated companies' environmental practices as a theme that could be considered a form of CSR. For future research, implementing a wide variety of CSR forms may be interesting and lead to even more specific insight into the effects of CSR on employee eWOM intentions.

Furthermore, it is important to mention that both social media and eWOM were used as standalone constructs in this present research. It is, however, important to mention that there are multiple types of social media platforms through which different actions and forms of eWOM can be found, a like and a post are examples of such actions. For example, there are multiple types of interactions that would be considered a form of eWOM. This could be in the form of a like, a post, or a share. In this research, the type of eWOM was not specified. However, this does leave room for future development of the current research. Relationships between types of CSR and types of eWOM could be further investigated. Furthermore, social media was considered as a unidimensional term in this present research. However, social media includes a range of different platforms such as Facebook, LinkedIn, Twitter and Instagram. Previous academic scholars such as van Zoonen et al. (2018) did investigate two specific social media platforms. In their case, both Facebook and LinkedIn were investigated. Focussing on specific social media platforms could leave academic researchers with more

specific insights into the differences between the different types of social media platforms. For example, van Zoonen et al. (2018) studied the extent to which employees use social media accounts to share organizational related updates. They discovered that Facebook and LinkedIn are equally used by stakeholders, however, they are driven to use the platforms by different motives. As concluded by van Zoonen et al. (2018), the relationship between organizational identification and ambassadorship behaviour on Facebook was significant. This was not the case for LinkedIn. Moreover, Fatma et al (2020) focussed her research on the relationship between CSR and consumer eWOM on Facebook. Facebook was used as the only social media platform in their research. In the present research, a more general research approach was taken because further specification into social media channels was found to be beyond the scope of this research. Furthermore, because the present research does not specify the type of social media platform the results of this research can be generalized and implemented across all platforms.

Lastly, the present research did not consider cultural differences as a reason why certain respondents could have different attitudes towards their organizational perception of internal and external CSR. According to Chen et al. (2019), workplace research has been mainly conducted within Western societies. However, considering cross-cultural differences could be important within this present research, this could be a further point of investigation for future research. Work values across different cultures are different and can be used to explain the differences in employee performance. Work values can be defined as being the satisfaction and needs an individual seeks to attain (Super, 1973). Different work values affect many areas within management when an employee is unable to gain value out of work a withdrawal from the job or envy of colleagues can be found (Matić, 2008). To ensure a well-developed group of employees is formed, analysing can be considered important (Matić, 2008). Moreover, findings from cross-cultural studies could be found to be especially important for multinational corporations.

5.5 Concluding remarks

A growing body of research has highlighted the importance of employee management online. Employees have an important role online, as they could possibly influence the branded image through their online activities (Ind, 2007; Wæraas & Dahle, 2019). Furthermore, Turban and Greening (1997) found a positive relationship between CSR and perceived attractiveness from both current and prospective employees. However, the

present research topic investigating the effects of CSR on employee willingness to become involved with positive eWOM was left considerably unstudied. This meant that the current research can be regarded as important because of the newly found managerial implications that could be significant for CSR managers, human resource managers, marketers and any other professionals involved with employees and CSR initiatives. Overall, the present study was able to successfully contribute to the existing literature on the effects of CSR on employee eWOM.

The important findings of the present study are that external CSR is an important factor in increasing the level of willingness employees have to become involved online about the organization they work for through eWOM. Lastly, both organizational identification and external prestige are mediators between external CSR and employee willingness to disclose information online via eWOM.

6. References

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7. Appendix A: Survey

Start of Block: Introduction Message

Dear respondent,

Welcome! I would like to invite you to participate in a research study conducted by a Master student of the Erasmus School of History, Culture and Communication (Erasmus University Rotterdam, the Netherlands).

This survey study aims to examine employees' opinions about the organization for which they work. The survey is split into five sections. The first three sections contain questions about the organization you work for, the fourth section focuses on your online behaviour, and finally some general demographic questions will be introduced. You can only participate in this survey if you are above the age of 18.

Thank you for agreeing to participate in this survey. The entire survey will take approximately 10 minutes of your time.

The survey data will be used for research purposes only. The responses will be kept strictly confidential and will not be shared with third parties. The entire survey will be anonymous. For more information about the research and the invitation to participate, you are welcome to contact the project leader Louise Kalverkamp (405885lk@student.eur.nl).

Please click the arrow to begin.

End of Block: Introduction Message

Start of Block: Start filter

Are you currently employed?

☐ Yes (1)

☐ No (2)

Display This Question:

If Are you currently employed? = No

Have you been employed within the past six months?

☐ Yes (1)

☐ No (2)

Skip To: End of Survey If Have you been employed within the past six months? = No

End of Block: Start filter

Start of Block: Internal/External CSR

In this section various statements will be introduced about the corporate social responsibility of the organization you work for. Corporate social responsibility refers to an organization's commitment to integrate social and environmental concerns in its business operations and in its interaction with their stakeholders on a voluntary basis.

	Extrem ely unimpo rtant (1)	Unim porta nt (2)	Somewh at unimpor tant (3)	Neither unimporta nt nor important (4)	Somewh at importa nt (5)	Impor tant (6)	Extremel y importa nt (7)
Relations to the local community (for example, by respecting regional values and by contributin g to the economic developme nt of the region) (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relations with employees (for example, by setting decent working conditions and by treating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

employees
equally) (2)

Ensuring
economic
success of
the
company
(for
example,
by focusing
on
sustainable
growth and
long-term
success) (3)

Protecting
the
environme
nt (for
example,
by reducing
CO2
emissions
and energy
consumptio
n) (4)

Relations
to society
(for
example,
by making
donations
to social
facilities
and by
contributin
g to solving
societal
problems)
(5)

Relations
to
customers
(for
example,
by meeting



quality standards and by implementing fair sales practices)
(6)

Relations to suppliers (for example, by providing fair terms and conditions for suppliers and by negotiating fairly with suppliers)
(7)



Please indicate the extent to which the following issues are important for your organization.

End of Block: Internal/External CSR

Start of Block: Employee Identification

This section will introduce statements about how connected you feel to the organization you work for. Please indicate the extent to which you agree or disagree with the following statements.

	Very strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Very strongly agree (7)
I feel a bond with the organization I work for. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel solidarity with the organization I work for. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel committed to the organization I work for. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that it is worthwhile to belong to the organization I work for (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel good about belonging to the organization I work for (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Employee Identification

Start of Block: External Prestige

This section introduces statements about how other people perceive the organization you work for. Please indicate the extent to which you agree or disagree with the following statements.

	Very strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Very strongly agree (7)
I believe that the organization I work for has a good reputation (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that most people have a positive view of the organization I work for (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that most people value the organization I work for (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the organization I work for is perceived as a prestigious place to work (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Organizational Reputation

Start of Block: eWOM

This section will introduce statements about your willingness to share positive information about the organization you work for on your social media accounts (such as Facebook, Twitter, or LinkedIn). Please indicate how likely it is that you would...

	Extremel y unlikely (1)	Moderatel y unlikely (2)	Slightl y unkel y (3)	Neithe r likely nor unkel y (4)	Slightl y likely (5)	Moderatel y likely (6)	Extremel y likely (7)
'like' a social media post that your organization has shared? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
'share' a social media post by your organization? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
'post' a positive social media message about the organization you work for? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: eWOM

Start of Block: Demographics

What is your age?

What is your gender?

- ☐ Male (1)
 - ☐ Female (2)
 - ☐ Non-binary or third gender (3)
 - ☐ I prefer not to answer (4)
-

Do you currently have a social media account (for example, on Facebook, Twitter, or LinkedIn)?

- ☐ Yes (1)
 - ☐ No (2)
-

What is your highest achieved education level?

- ☐ Primary education (1)
 - ☐ Secondary education (2)
 - ☐ College/ HBO (3)
 - ☐ University - Bachelor (4)
 - ☐ University – Master (5)
 - ☐ University – PHD (6)
 - ☐ Other (7)
-

What is your nationality?

End of Block: Demographics

Start of Block: Final Comments section

Q18 Is there anything you want to add after completing the survey? Please add any additional comments below:

End of Block: Final Comments section

Start of Block: Ending Message

Q19 Thank you for your time. If you have any questions about the research, then please don't hesitate to contact me by sending an email to Louise Kalverkamp:

405885lk@student.eur.nl.

Here is your ID: \${e://Field/Random%20ID}

Copy this value to paste into MTurk.

When you have copied this ID, please click the arrow button to submit your survey.

End of Block: Ending Message
