The effect of different types of CSR on eWOM intentions-

and behaviors of employees.

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ABSTRACT

Having positive employees as online ambassadors for your organization can be valuable. Especially social networking sites (SNS) are a platform on which information can be spread widely and rapidly. This study focuses on a specific part of online ambassadorship, electronic word-of-mouth (eWOM). The things employees say about an organization in an online context can be a significant predictor of an organization its reputation. To attract important stakeholders, such as consumers, future employees and investors, a positive reputation is of great importance. Research shows that one way to engage employees in online ambassadorship on social media is through Corporate Social Responsibility (CSR) communication. Gaps in the literature however exist with regards to the deeper understanding of CSR. Therefore this research looked into the different CSR topics (economic, legal, ethical and philanthropic) and their effect on eWOM intentions and behaviors of employees. This study has focussed on the SNS Facebook, as it is still the most widely used social media platform. Online ambassadorship of employees can be important for all sorts of organizations. However, most research that has been done has looked into the effects for bigger companies. This research was designed to add to the literature about employee engagement in small medium businesses (SMEs) as these kinds of businesses represent a large amount of organizations in Europe. Among Dutch SMEs, a survey was conducted to measure the eWOM intentions and an experiment was conducted to measure the actual eWOM behaviors. This mixed methods approach was used to look for differences between the intentions of employees and their actual actions. The results of the survey showed that there is no direct effect between CSR types and eWOM, but there is an indirect relationship: economic and legal-ethical CSR have a positive effect on organizational identification, which in turn has a positive effect on eWOM. The experiment showed no significant relationships, although the results indicated that ethical-philanthropic CSR had the most positive effect on eWOM behaviors of employees. This research first of all concludes that the findings contribute to the existing literature on organizational identification and CSR, as CSR can

have a positive effect on organizational identification. However, this research suggests that a more specific CSR measuring instrument needs to be created for studying the effects of CSR in a SME context.

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Preface

During my part time study, I had a lot of lovely people that helped me get through it, even in times of the corona-crisis. First I want to thank my amazing husband, Pepijn, for the support he has given me. With him I had so many happy moments as study breaks. I would happily do the lockdown all over again with him by my side. He always believes in me, which makes me believe in myself again. I also want to thank my family for supporting me, especially my father for the academic advice, my mother and stepmother for the mental support and love, and Carola and Emmy for teaching me how to play cards. I want to thank my friends that for the past two years have made my life so much better. They organized my bachelorette party and wedding, which was amazing and helped me stay motivated. They spent time with me in the gym to stay healthy. They pulled me out of my study room to do something fun when I needed it. A big shoutout to Elena who helped me find the last bits of energy and precision to finish my (draft) thesis. I want to thank my employer, Spredle, who gave me the freedom and time to obtain my master degree. Last but not least I want to thank dr. Anne-Marie van Prooijen for helping me shape the ideas for this thesis, for helping me with all my questions and for providing great feedback.

1. Introduction

Using corporate social responsibility (CSR) to enhance employee engagement has become an important topic in academic literature. Research shows that employees are one of the most important stakeholders of an organization or a brand as they can be prime brand ambassadors (Dreher, 2014; Van Zoonen, Van der Meer, & Verhoeven, 2014). Organizations use marketing to create an image of themselves among the public, however not all messages are perceived as trustworthy by the public. Employees can play an important role in reputation management, as they are seen as one of the most credible sources of information (Edelman Trust Barometer, 2017; van Zoonen & van der Meer, 2015). Organizations therefore strive to engage employees. Research has shown that CSR can help create engaged employees (De Roeck & Delobbe, 2012; De Roeck, Marique, Stinglhamber, & Swaen, 2014; Farooq, Rupp, & Farooq, 2016; Jones, 2010; Kim, Lee, Lee, & Kim, 2010; Korschun, Bhattacharya, & Swain, 2014). When communicating about CSR, employees' identification with this organization can increase, which influences employee engagement. Dutton, Dukerich and Harquail (1994) describe organizational identification as "the bonding of the organization and self as one".

Research shows that employee engagement can lead to organizational citizenship behaviors (OCB), where employees show positive behaviors that they are not required to do by their employers. Examples of OCB are helping a co-worker to finish a project or putting effort in creating a positive team spirit. The above can be explained by social exchange theory (Blau, 1964). When employees are highly engaged in their work because of their organization's CSR, they are more likely to go one step further for their employer, showing desirable behaviors that benefit the organization (Farid et al., 2019; Kim et al., 2010; Rodrigo & Arenas, 2008). One form of OCB is creating electronic word-of-mouth (eWOM). Employees can communicate eWOM about their organization through social media channels, for example by liking, sharing, commenting and posting. Employees can be seen as 'online ambassadors' as they represent their organization online and are thereby able to influence its image (Van Zoonen, Bartels, Van Prooijen, & Schouten, 2018). Online ambassadorship can also contribute to an organization's visibility and reach (Dreher, 2014). For example, future employees may come into contact with the organization through social media. Information that is communicated by online ambassadors is perceived as more credible, compared to

original organizational communication (van Zoonen & van der Meer, 2015). In a time where social media platforms are growing and online presence is more important than ever, this study will focus on this online form of OCB, namely eWOM. To sum it up, CSR can be seen as an important communication strategy as it can contribute to employee engagement, OCB and eWOM.

As discussed above, studies have focussed on the influence of CSR on employee engagement, OCB and the underlying mechanisms, such as organizational identification (Farid et al., 2019; Gao, Zhang, & Huo, 2017; Wang, Fu, Qiu, Moore, & Wang, 2017). To explore these individual-level outcomes of CSR, studies have looked into the different ways of communicating about CSR and the various effects. It is important to define CSR as there are many different versions and definitions in the academic field. Davis and Blomstrom (1975) state that CSR consist of an organization's responsibility towards society as well as towards the organization itself in decisions they make. Carroll (1979, 1991) defines four dimensions of CSR: economic responsibilities (i.e. organizations should create products and services that meet society's demands and they should make a profit by selling it), legal responsibilities (i.e. organizations must adhere to the law and regulations), ethical responsibilities (i.e. ethical or moral responsibilities of an organization, that are not established by law, but which are expected by society), and philanthropic responsibilities (i.e. social roles of organizations which are also not established by law and are more voluntary than other responsibilities). Economic and legal responsibilities of an organization are seen by society as 'required' and ethical and philanthropic responsibilities of an organization are seen as 'desired' (Carroll, 1991). Some studies focused on one or two dimensions and its effects, for example the effects of philanthropic CSR on purchase intention (Cornwell & Coote, 2005; Nan & Heo, 2007). Other studies focused on the effects of all four dimensions on corporate image and behavioral intentions (Kim, Song, Lee, & Lee, 2017). There is a gap in the literature regarding the effect of Carroll's (1991) dimensions on eWOM intentions- and behaviors of employees. This research will try to obtain knowledge about these dimensions by comparing economic and legal CSR messages to ethical and philanthropic CSR messages and their effect. This research wants to dive deeper into the CSR dimensions of Carroll (1991) to obtain knowledge on the effect of different CSR topics on eWOM.

Research has predominantly looked into the effects of CSR in large organizations (Spence, 2016). Research into the effects of CSR on small to medium enterprises (SMEs) and

their employee-related outcomes is still largely lacking and should be further explored. Especially as SMEs provide two thirds of the private sector jobs in the EU (Wymenga, Spanikova, Barker, Konings, & Canton, 2012) and are therefore a dominant part of the economic and social landscape. SMEs can not be compared to larger organizations, as there are many different structures within a smaller organization, such as financial structures and social structures. Research in the SME arena has commenced, for example on employee loyalty, commitment and motivation (Worthington, Ram, & Jones, 2006). However research into employee eWOM is still lacking for SMEs. Soundararajan, Jamali and Spence (2017) state in their review that especially the mediating variables of the relationship between CSR and organizational-level outcomes have not been researched yet. Hence, the research questions reads as follows:

RQ: What is the effect of two different types of CSR topics (economic-legal vs. ethical-philanthropic) on the eWOM intentions- and behaviors of employees in SMEs?

A sub question in this research is if organizational identification has a mediating effect on the eWOM intentions- and behaviors.

Relevance

It is clear that as an organization there are strategic choices to be made while compiling a successful CSR message. A CSR message can have many different audiences, ranging from consumers and investors to employees. This research focuses on employees. Within the CSR communication towards employees, there are different goals possible to be achieved by an organization. Lee, Park and Lee (2013) for example show that different CSR topics can positively influence the organization-employee relationship, such as employee attachment and performance. Many other studies find that employees' perception of the companies' social responsibility have a positive effect on OCB, such as positive attitudinal and behavioral outcomes in the workplace (Abdullah & Rashid, 2012; Chen, Hong, & Occa, 2019; Farid et al., 2019; Gao & He, 2017; Lamm, Tosti-Kharas, & King, 2015; Rupp, Shao, Thornton, & Skarlicki, 2013). One form of OCB is eWOM, but there is still a gap in the literature concerning the CSR effects on employee eWOM specifically. EWOM is a unique form of OCB and significantly differs from other forms of OCB, as it is an active form of

communicating information about an organization to external stakeholders. Employees have the ability to create an image of their organization for other stakeholders and affect stakeholders in their attitudes and behaviors towards the organization, such as purchase behaviour and awareness (Ward & Lee, 2000). Other forms of OCB have less influence on the reputation and image of an organization, but are related to organizational prestations (Christ, Dick, Wagner, & Stellmacher 2003).

Research on eWOM intentions for consumers has been done: CSR may increases consumer engagement and their eWOM intentions (Fatma, Ruiz, Khan, & Rahman, 2020). But a gap exists on the effects for employees. It is important to obtain more knowledge about employee eWOM and how to successfully engage employees. Research shows that managers overall expect their employees to be more engaged than they are: employee brand engagement is often lower than expected on social media (Cervellon & Lirio, 2016). For organizations in general, but especially for SMEs, low engagement of employees on social media can lead to problems. Most SMEs have a relatively small marketing budget, however they want to do some sort of marketing. When there is engagement by employees on organizational social media, organic growth of social media reach can be established. SMEs prefer this organic growth over growth by paid advertising, as their marketing budget is often small. This research also has societal relevance, as in the EU, SMEs provide two thirds of private sector jobs (Wymenga et al., 2012). In 2017 almost 66 percent of EU employees worked in SMEs (Statista, 2019).

Next to the contribution on the field of employee eWOM, this study will contribute to the knowledge of CSR effects on eWOM through social networking sites (SNS). Du and Vieira (2012) and Colleoni (2013) state that communicating CSR through SNS is highly effective for engagement, as these interactive platforms are designed to spread information. A social media post of an organization can easily be shared publicly (by liking, commenting or sharing) or privately (through Facebook chat). The CSR message of an organization can firstly be seen by its direct followers, for example of a Facebook business page. Next to the direct followers, other stakeholders with a Facebook account are able to see and respond to this message: there is free access to company posts by the general public. Through the possibility to interact on organizational CSR posts, not only the original message is seen, but also the discussion below in the comments-section. This two-way dialogical form of communication offers organizations new ways to connect and communicate with their

stakeholders. Research states that this interactive effect has not been fully researched yet (Fatma et al., 2020).

Looking ahead

This research will build on the CSR model of Carroll (1991), which will be tested with a survey and an experiment. The main purpose of this study is to examine employee eWOM intentions as well as employee eWOM behaviors. To focus on eWOM intentions a survey will be conducted among employees of Dutch SMEs. After conducting the survey this research will look into the eWOM behaviors of employees through an experiment.

The next chapter will provide an overview of previous research on the effects of CSR on eWOM, CSR communication on social media and the mediating role of organizational identification. The third chapter will go in depth on the method used for this study. In chapter four the hypotheses will be tested and the results of the research question will be presented. Finally, the fifth chapter will present a conclusion and an in depth discussion of the implications of the results of this study.

2. Theoretical Framework

2.1 Employee eWOM intentions- and behaviors

Organizations try to engage their employees online, as they can contribute to a more positive reputation. The positive online image of an organization created by employees, for example through their social media behaviors, can be used by other stakeholders to form an opinion about this organization. Stakeholders usually see the information communicated by employees as more reliable (Edelman Trust Barometer, 2017; van Zoonen & van der Meer, 2015). A concept that has existed for a period of time is word-of-mouth (WOM). WOM are the things people are willing to share with their friends and family about an organization (Lacey & Kennett-Hensel, 2010). Positive WOM is preferred as it can help spread positive messages about an organization, it can help boost the image or reputation. With the advent of the internet and social media it is now possible to show WOM online, which is called electronic word-of-mouth (eWOM). Hennig-Thurau, Gwinner, Walsh and Gremler (2004) define eWOM as positive and negative online statements that can be made by stakeholders about an organization. By using positive eWOM, employees can be seen as willing to

represent their organization online. Examples of eWOM on social media platforms are sharing, liking and commenting.

Negative as well as positive stories can be spread by employee eWOM, which is what makes it a tricky concept regarding an organization's reputation: employees have the power to make or break a reputation. When communicating about an organization in a negative way, the corporate image can be damaged. On the other hand reputations can be strengthened by positive employees behaviors, such as sharing positive content about the organization or defending an organization from online attacks (Dreher, 2014; van Zoonen et al., 2014). It is thus essential for organizations to have a positive relationship or connection with their employees. Kang and Sung (2017), Kim and Rhee (2011) and Lee and Kim (2017) show that the underlying concepts of this positive connection between employee and organization consist of satisfaction with the organization, commitment to the organization and trust towards the organization. This research will focus on positive eWOM of employees, as positive eWOM can function as a marketing tool for organizations.

It is important for organizations to understand the underlying aspects of employees to express positive eWOM. This study builds on social exchange theory (Blau, 1964) and wants to explore the possibilities for organizations to engage employees on SNS. When organizations can create a strategy that employees want to be identified with, and incorporate this strategy on social media, employees can become more attached to the organization (Du & Vieira, 2012). This psychological attachment can translate into positive behaviors towards the organization (Ahearne, Bhattacharya, & Gruen, 2005). As an example, a recent study shows the importance of positive eWOM: negative employee stories about a company's CSR campaign can have a drastic negative effect on consumer behaviors, but when employees are positive in their eWOM about an organization's CSR campaign, this has positive effects on the external public (Lee & Tao, 2020). If employees display positive eWOM, also known as positive online ambassadorship, this can be seen by everyone who has access to the world wide web and social networking sites. Positive employee eWOM is valuable, as employees are seen as credible sources of organizational information in comparison to the organizational messages itself (Edelman Trust Barometer, 2017; van Zoonen & van der Meer, 2015). Stakeholders feel that employees as individuals, are able to communicate freely about anything that they want to say on social media. There is no interference or censorship of their employer, which is why this autonomous voice of employees on social media feels more

credible (Westerman, Spence, & van der Heide, 2012). Having employees as powerful online ambassadors can therefore be beneficial for an organization's reputation (Dreher, 2014; Helm, 2011). For example, research shows that responses on Facebook messages by employees can be seen as predictors of organizational reputation (Ji, Li, North, & Liu, 2017). Other research states that employees are especially important in forming a reputation, as they are seen as the face of an organization on social media. Stakeholders form their opinion on a person-to-person basis, by the voices of other people such as employees (Rokka, Karlsson, & Tienari, 2014).

Employees engaging in eWOM, however, is not a given fact, as engaging in eWOM brings along quite some risks for employees. In comparison to WOM, communicating eWOM on SNS has a greater reach. When posting something about your organization, not only your close relations will see this, but also less involved acquaintances and it could even go viral (a message can be seen by everyone on the SNS, when becoming a trending message). The concept that is endangered when engaging in eWOM is self-presentation. When for example, an employee is linked to a certain organization that is criticized in the media, this negative news can damage the employees' personal reputation (Dutton et al., 1994; Effron, Lucas, & O'Connor, 2015). This means that next to positive spillover effects, negative spillover effects exist. This is an important reasons for employees not to show any form of eWOM on their social media. Van Prooijen, Ranzini and Bartels (2018) also show that in comparison to WOM, SNS are more complicated platforms to communicate on. The connections of one person on social media can be divided into various social groups, for example connections through the university are very different from connections from the football club. In real life, a person can change in tone of voice, or subjects to discuss, between the different social groups he or she belongs to. On social media however, all those groups come together and see the same social media message of the person. So, another reason for an employee not to engage in eWOM could be the consistent self-presentation for different social groups on one SNS.

An important topic that has risen in the business- as well as the academic field is how to enhance employee eWOM. Why do employees share, what do they share? Research shows that that employees for one, share for their personal branding (Marwick & Boyd, 2011; Walton & Rice, 2013). With social media such as Twitter, Facebook, LinkedIn and Instagram, people increasingly get a chance of creating a persona online. Creating this online

persona can be done by sharing visual and textual information to various audiences and new technologies add options for self-presentation every day. As an employee, this self-presentation consist of a personal identity as well as a formal, business identity. People tend to carefully compile this personal branding so that an accurate and positive online image arises. After all, this online persona can support in finding a new job, help make friends or have positive relations with existing connections. More often than before, employees work remotely. This is often a personal choice, but sometimes it is also decided by government regulations, for example during the coronavirus lockdown. When working from home, social media can be a way to stay in touch with colleagues and create a group feeling among professional connections (Mukherjee, Lahiri, Mukherjee, & Billing, 2012).

Research also shows that next to personal branding and keeping in touch with professional relations, employees use SNS as a way to be an organizational ambassador (Van Zoonen et al., 2014). The way the public looks at an organization is more and more dependent on the things employees say about this organization online, as employees are seen as trustworthy (Helm, 2011). This means that the (positive and negative) corporate reputation is largely dependent on the opinion of employees (Kim & Rhee, 2011; Men & Stacks, 2014). Additionally, research found that employees are aware of this potential to be online ambassadors and the effects it has on the organization (Helm, 2011; Van Zoonen et al., 2014). When employees see their potential impact on an organization, the question arises how communication professionals can use this in the organization's advantage. As stated before, managers would like their employees to be more active on social media (Cervellon & Lirio, 2016). But what can an organization do to engage its employees? Another question arises here: when employees show positive eWOM intentions, so in theory they would like to help their organization create a positive image online, do the eWOM behaviors of employees match the intentions? A possible intention-behavior gap exists.

Communicating about CSR has been seen as one way to engage employees. CSR has been seen as a way to enhance organizational identification (De Roeck & Delobbe, 2012; Fatma, Khan, & Rahman, 2019; Jones, 2010; Kim et al., 2010; Korschun et al., 2014), which in turn increases OCB of employees on social media (De Roeck et al., 2014; Farooq et al., 2016; Ong, Mayer, Tost, & Wellman, 2018). Research shows that CSR has various positive effects on OCB of employees, such as work performance (Carmeli, Gilat, & Waldman, 2007), wish to stay on longer (Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Jones,

2010), organizational commitment (Brammer et al., 2007; Kim et al., 2010; Peterson 2004), job satisfaction (De Roeck et al., 2014; Valentine & Fleischman, 2008) and job applicants' intentions (Rupp et al., 2013). In this research it is important to note that OCB on social media by employees translates in high engagement on SNS as organizational ambassadors (Smith, Stumberger, Guild & Dugan, 2017; van Zoonen et al., 2018). This research therefore builds upon the idea that CSR can have a positive effect on eWOM.

2.2 CSR communication on social media

      Using CSR in a social media campaign has proven to enhance the engagement of employees. There is not one main definition of CSR, however this research will take the example of Davis and Blomstrom (1975): CSR can be seen as an organization's responsibilities to protect and improve the society, as well as the best interest of the organization. Existing literature shows many different mappings of the dimensions of CSR. One perspective shows a distinction between internal and external CSR: internal messages show interest in internal stakeholders, and external messages show interest in external stakeholders (Brammer, Millington, & Rayton, 2007; Turker, 2009). Internal messages (e.g. coaching sessions for employees on work-life balance) are found to have more positive effects on employees than external messages (e.g. voluntarily cleaning the beach). Turker (2009) for example states that there are four main categories which CSR can be focussed upon: CSR toward social and nonsocial stakeholders, CSR toward employees, CSR toward customers and CSR toward the government. Another perspective on the differences between CSR messages can be explained by the CSR pyramid of Carroll (1979, 1991). The pyramid consists of four CSR dimensions: economic, legal, ethical, and philanthropic responsibilities. Economic responsibilities of an organization lie at the bottom of the pyramid, legal responsibilities are situated one layer above, ethical responsibilities come next and in the top of the pyramid, philanthropic responsibilities can be found (see Figure 1). It is worth noticing that for example legal, ethical and philanthropic responsibilities can not exist without economic responsibilities. The same concept applies to the other dimensions, as they are built upon each other. To illustrate, in a recent review Carroll (2016) shows that an organization should always aim for economic responsibilities in the first place. An organization can not have a CSR campaign of the organization itself is not economically sound. An organization should strive to do well on all four domains to be a socially responsible corporation. Carroll's

pyramid (1991) should therefore be seen as "an integrated, unified whole" (Carroll, 2016, p. 6). The model of Carroll (2016) states that economic and legal responsibilities are seen as 'required' by society and ethical and philanthropic responsibilities are seen as 'desired' by society.
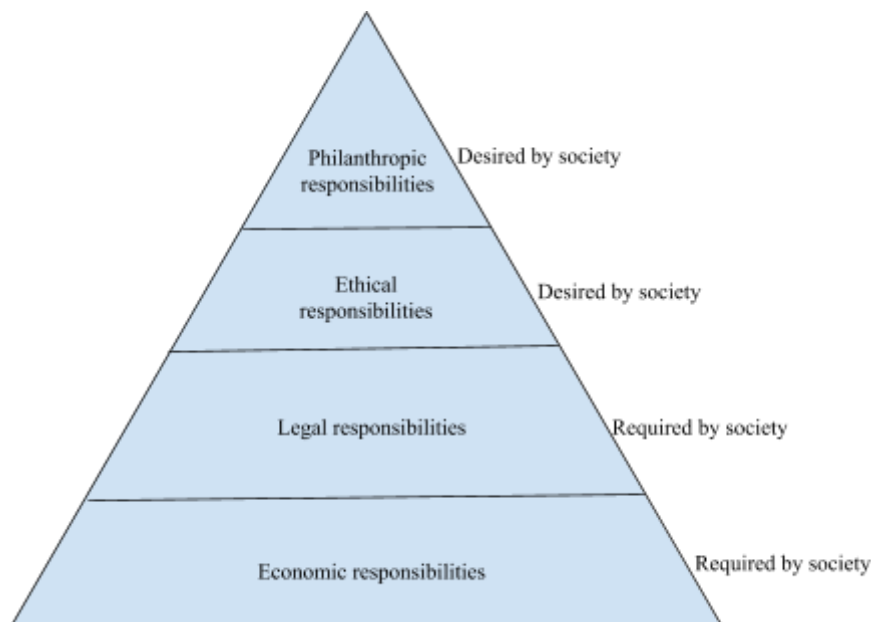

Figure 2.1. Carroll's pyramid of CSR

This research will use Carroll's four CSR dimensions, as different stakeholders can be addressed within one dimension. The internal-external CSR perspective does not offer the opportunity to create a social media post, which for example is interesting for employees as well as consumers. The focus of this research is on employees, but it does not rule out the importance for other stakeholders. This research makes a distinction between economic and legal CSR (which is seen as 'required' by society) and ethical and philanthropic CSR (which is seen as 'desired' by society).

To explain the CSR pyramid further, economic responsibilities of an organization can be seen as the actions an organization should take to make sure it produces enough to meet consumer needs and to make sure the organization is productive and profitable. As an example in this research, a social media post of an organization containing information about its profitability during the corona crisis can be seen as an economic CSR post. The other CSR domain which is seen as 'required' by society is an organization's legal responsibilities,

where the actions of an organization should comply to the law. An example of a legal CSR post could be a message of an organization about how it complies with the government regulations during the covid-19 outbreak. Next, ethical responsibilities of an organization are not 'required' by society, but they are seen as 'desired'. Ethical CSR can be seen as moral actions of an organization, which they are not obligated to carry out. The moral actions an organization takes are however somewhat expected by society, as they are moral standards or seen as norms and values of a good person/organization. An example would be a manager who takes his/her time to introduce a new colleague to the team and try to make the best of his/her first day at a net job. Lastly, philanthropic responsibilities are defined as the extra mile an organization goes to make the world a better place. For example by donating money to a charity or creating a day-care for working mothers (Carroll, 1998).

An underlying theory used in this research is legitimacy theory (Suchman, 1995), where organizations should try to aim for high legitimacy. Suchman defines legitimacy as "a generalized perception or assumption that the action of an entity is desirable, proper or appropriate within some socially constructed system of norms, values, beliefs, and definitions" (Suchman, 1995, p. 574). Fatma et al. (2019) argue that within legitimacy theory, a 'social contract' between society and organizations is created. This means that organizations take their actions into consideration, with rules of society in mind. When organizations take actions that are in line with the expectations of society, legitimacy stays intact. For some organizations it is more difficult to stay legitimate, as they operate in controversial industries, such as alcoholic beverages or the oil industry. Legitimacy theory shows how different stakeholders feel about an organization. An organization's legitimacy differs from their reputation, as legitimacy can be seen as the right to exist, rather than a negative or positive reputation (Maurer, 1971). It is found that when an organization communicates about CSR, an ethical corporate image is created (Fatma & Rahman, 2017). This ethical organizational image is a reason to increase an organization's legitimacy (Du & Vieira, 2012). When stakeholders, such as consumers or employees, view the organization as legitimate, stakeholder perceptions and actions are more positive (Fatma & Rahman, 2017). These positive perceptions may lead to attracting employees (Mirvis, 2012). Research shows that employees prefer to work for moral, legitimate organizations, even if they are incompetent (Van Prooijen & Ellemers, 2015). Next to attracting employees, CSR has a positive effect on attracting investors (Maignan & Ferrell, 2004). When a moral image is

formed and an organization is seen as legitimate, investors are more inclined to collaborate. Taken this together, even for SMEs that have very little resources, it is beneficial to try and have a high legitimacy. Research has also found that CSR engagement has a positive effect on an organization's financial and social performance (Busch & Friede, 2018; Martínez-Ferrero & Frías-Aceituno, 2015). The above legitimacy theory has many similarities with stakeholder theory (Freeman, 1984), where it is stated that the success of an organization is based on the relationship with important stakeholders such as employees, investors and consumers. By applying a successful CSR strategy, employees might feel more identified with the organization which may lead to higher employee commitment.

Research has shown that the different types of CSR have different effects on stakeholders. Many studies have dived into the effects of CSR on consumers. Consumers are shown to be affected most by ethical CSR regarding corporate image, followed by philanthropic and economic CSR (Kim et al., 2017). They also found that only philanthropic CSR had an effect on behavioral intentions of customers, such as revisit intentions. Other research has looked into organization-employee relationships, such as employee attachment and corporate performance. Here philanthropic and ethical CSR are predictors of a positive relationship (Lee, Park, & Lee, 2013). Comparable results can be found in other research, where it is shown that CSR has a positive effect on organization-employee relationships, such as mutuality, trust, commitment and satisfaction (Chen et al., 2019). Specifically ethical and philanthropic CSR have a positive effect on organization-employee relationships.

Although there has been some research on the different types of CSR and their relationships with employee engagement, researchers state that there is still too little research done on the effects on employees (e.g. Chen et al., 2019; Dhanesh, 2012). There is a gap in research, especially taking into account CSR communication through SNS. CSR on social media differs from traditional CSR communication, as SNS are build to create a dialogue instead of just sending information. The organization does not only have to create a solid CSR story, but it should also be competent to address (critical) questions and conversations of the public. Next to that, CSR online as well as offline always poses a possible risk for an organization, as it may cause stakeholder skepticism: why does the organization engage in CSR (Farooq, Merunka, & Valette-Florence, 2013)? In an online environment it is more accessible for social media users to openly criticize an organization. On the other hand, SNS

are argued to be more effective in CSR communication, as information can be spread more efficiently (Du & Vieira, 2012; Colleoni, 2013).

Taking this into consideration, this research will contribute to the literature based on CSR on SNS and the different types of CSR messages. This research will also go more in depth on organization-employee relationships, as there will be looked into employee eWOM intentions- and behaviors. As literature shows that philanthropic and ethical CSR have a stronger influence on intentions and behaviors, the first hypothesis is:

H1. Ethical and philanthropic CSR have a stronger effect on eWOM intentions- and behaviors of employees than economic and legal CSR.

2.3 The mediating role of organizational identification

Organizational identification can be described as the feeling of oneness with and bonding to an organization by employees (Dutton et al., 1994; Mael & Ashforth, 1992). This study draws on literature of social identity theory (Tajfel & Turner, 1979), where it is argued that people offline as well as online categorize themselves and others into specific social groups. This group identification is linked to defining the self-concept: aspects of a certain group you belong to say something about your own values and position. People tend to feel a sense of belongingness to this group. With this perspective it is argued that employees are positively engaged with an organization when this organization does something good, such as CSR, as this means that the employee himself is also seen as doing good. Social identity theory proposes that employees with a higher degree of organizational identification (Ashforth & Mael, 1989) have more positive OCB (De Roeck et al., 2014). Organizational identification is of high value for organizations (Riketta, 2005), as it mediates organization-employee relationships, for example organizational effectiveness (Wang et al., 2017), job satisfaction (De Roeck et al., 2014; Valentine & Fleischman, 2008) and organizational commitment (Kim et al., 2010; Peterson 2004; Brammer et al., 2007). Eberle, Berens and Li (2013) point out that organizational identification can boost employee commitment, seen as positive word-of-mouth.

The underlying factors that mediate the effect of CSR on organizational identification can be seen in a theoretical concept often used by researchers, named perceived external prestige (PEP) and perceived organizational support (POS) (Eisenberger, Huntington,

Hutchison, & Sowa, 1986; Van Dick et al., 2004). PEP can be explained as the way employees expect that external stakeholders think about their organization (Dutton et al., 1994). It is important for employees their self image to belong to a 'good' organization. The more employees expect that external stakeholders value the organizational prestige and reputation in a positive way, the more positive employees are towards their organization and have higher degrees of organizational identification (Mael & Ashforth, 1992; Carmeli & Freund, 2002). With PEP it is stated that employees care about their personal image, and the perceived prestige an organization has can influence their professional self image. CSR can be seen as a way to create a positive feeling of external stakeholders towards an organization, which is why CSR can have an effect on organizational identification. If an organization for example donates money to a good cause, external stakeholders might perceive this as positive actions of the organization. When an employee expects stakeholders to look at it this way, his perceived external prestige rises, and therefore the organizational identification rises too. The second mediator is perceived organizational support (Eisenberger et al., 1986). POS can be explained by social exchange theory (Blau, 1964), which states that employees can be more engaged with an organization if they feel that the organization itself is also engaged with them. If the employee perceives organizational support to be high, they are more likely to respond to this positive behavior in a positive way. For example, if a manager is flexible towards a young mother about her working from home, the mother will probably try to return the favor in the future. With exchanging these positive behaviors, it is possible to build a higher degree of organizational identification for the employee. Research shows that through CSR, employees are more engaged in their work and are also likely to show this to their employer (Farid et al., 2019; Kim et al., 2010; Rodrigo & Arenas, 2008). With CSR, an organization shows a voluntary action (as CSR is not obligated) to help or support a stakeholder such as an employee, consumer or other stakeholder. When stakeholders see this voluntary action of the organization, they feel that they should reciprocate by doing something nice in return (Farooq, Payaud, Merunka, & Valette-Florence, 2014).

Research shows that organizational identification can be positively influenced by CSR activities (Collier & Esteban, 2007; De Roeck & Delobbe 2012; Farooq, Farooq, & Jasimuddin, 2014; Farooq et al., 2014; Kim et al. 2010; Korschun et al. 2014; Rodrigo & Arenas, 2008). When a company is active in CSR, employees create a higher sense of organizational identification which in turn can lead to higher OCB such as eWOM. As

mentioned before, CSR can be categorized into different topics. Organizational identification can be influenced differently by these various CSR categories. Farooq et al. (2014) for example state that CSR which is directed towards employees has the most positive effect on employee organizational identification. Other research shows that CSR with a focus on customers and environment has the most influence on organizational identification (Boğan, Türkay, & Dedeoğlu, 2018). Overall, little research is done on different categorizations of CSR and their effect on organizational identification (Hameed et al., 2016). Especially taking into account the effects of different CSR dimensions of Carroll (1991), economic, legal, ethical and philanthropic, there is a gap in research. A recent study shows that ethical and philanthropic CSR have a significantly positive direct effect on organizational identification (Kim, Milliman, & Lucas, 2020). Here, economic and legal CSR do not have a direct significant effect. This research will dive deeper into the effects of Carroll's four CSR dimensions on organizational identification. Hence the following hypotheses:

H2: Organizational identification has a positive mediating effect on the relationship between economic-legal CSR and eWOM intentions- and behaviors.

H3: Organizational identification has a positive mediating effect on the relationship between ethical-philanthropic CSR and eWOM intentions- and behaviors.

3. Method

In answering the RQ a quantitative mixed methods approach was used, which involved an online survey and an online experiment of Dutch SMEs. The primary aim of this study was to measure the effects of different CSR topics on eWOM intentions as well as eWOM behaviors of employees. First, the survey was conducted and secondly the experiment. A survey was used to measure eWOM intentions of employees, as this is an efficient and reliable way to measure intentions, attitudes and thoughts. This method is seen as reliable, as the same questions are asked in the same order to various respondents (Ritter & Sue, 2007). Next to that, a survey creates the opportunity to find relationships between variables that otherwise could not have been found (Punch, 2003). Secondly, the experiment was used to measure eWOM behaviors of employees. This study aims to compare two different types of CSR messages on social media: one economic-legal CSR message and one

ethical-philanthropic CSR message. The experiment was added to this study as a survey alone would not be able to measure behavior and causality as well as an experiment (Neuman, 2011). Next to that, socially desirable behavior of the employees may have played a greater role in the survey, where the employees knew they were being studied. In the experiment, the employees were not aware of them being studied. By using these two methods in a mixed methods approach, the risk of an intention-behavior gap can be avoided. The focus of the survey was to research eWOM intentions and to see if and how organizational identification may explain the effect of CSR on eWOM intentions. The focus of the experiment is to research if the eWOM intentions of employees can be seen in their eWOM behaviors.

For the experiment, an unifactorial design with three conditions (economic-legal CSR, ethical-philanthropic CSR, no CSR) was used with eWOM as dependent variable, as this study aims to compare eWOM behaviors of employees when different CSR initiatives are implemented in Facebook posts. The experiment was used only to measure the eWOM behaviors of employees and not the mediating role of organizational identification. This research can be seen as a field experiment, as the employees did not have to gather in a specific location for the experiment, but were situated in a real-world context. The experiment took place in the natural environment of the employees, such as their homes, their workplaces or somewhere else when they were visiting Facebook. This was done to make sure the respondents were not aware that they were being studied. During the research, the researcher had complete access to the company Facebook pages of the SMEs. The researcher was registered as administrator of these pages, which means complete access to create Facebook posts, post them and analyse the posts. Before the experiment started, the post were checked by the manager of the SME that agreed to join the study. This way the organizations were not taking any risks regarding their social branding.

3.1 Data collection

This study's main focus was on employees of SMEs in the Netherlands, which includes everyone that works at an organization, ranging from owners to interns. SMEs are seen as organizations with less than 250 employees (Wymenga et al., 2012). The selected SMEs can be specified as micro-enterprises (with less than ten employees) and small enterprises (with between ten and 49 employees). To give an insight, the micro-enterprises in the EU embody 92.2% of all SMEs (Wymenga et al., 2012). The SMEs in this study do not

cover a specific industry, for example one SME operates as a hairdresser salon and spa and another has a physical therapists center.

The sampling frame was created by convenience sampling: The SMEs that were selected are clients of the online marketing agency 'Spredle' and the researcher had the possibility to address the SMEs directly. Within this sampling frame, a random sample determined which SMEs were selected for this research. First, managers of 50 SMEs were approached by email to participate in the survey. The researched selected this amount of SMEs with the knowledge that most SMEs in this study have between one and 49 employees, and the average survey response rate usually is not very high. The research had to include a minimum of 150 respondents for the study to be sufficient. From the selected 50 SMEs, a total of 27 (54%) agreed to participate in the research. After agreement by the manager, the researcher sent out an invitation email to all employees of the SMEs to ask for their cooperation. The researcher asked for a list of email addresses to send most of the emails directly to the employees. Some managers however, preferred if they could send the precomposed message themselves. The researcher agreed upon this, as the aim was to reach as many employees as possible. The email included a very short personal introduction, an introduction and link to the survey and it stated the opportunity to win an apple pie when completing the survey (see appendix C and D). Next to this email, all managers of the selected SMEs were asked to communicate to their team that they could expect an email. By preparing the employees for the survey, the researcher hoped to obtain an answer of as many responded as possible. Secondly, ten SMEs were selected for the experiment through a random sample. Caused by the setbacks of the Corona crisis, one organization had to withdraw from the experiment in a late phase of the research. Taken into consideration the limited timeframe, the study continued with the nine remaining organizations.

3.1.1 Participants survey

Through the email, 408 respondents were contacted. After sending out the survey, a total of 213 respondents (52.2%) opened the survey. The non-responding respondents were not approached again. Of the 213 respondents, not all completed the survey: 56 participants were excluded from the analyses as they did not complete the key measures (the independent variables and dependent variables). Also one participant was excluded from the analyses as he was under the age of 14. Participants under the age of 14 were removed from

this research, as the Dutch government has determined that children under the age of 14 are not allowed to do an internship or work at an organization and this study wants to focus on employees in specific. The total number of participants was 156, from which 81 are male, 73 are female and 2 did not want to say. The youngest participants were 19 years old and the oldest participant was 69 years old, the mean age was 36.50 (SD = 12.47). A total of 130 participants (83.3%) had a Facebook account and 26 participants (16.7%) had no Facebook account. This was slightly unexpected, as the researcher together with the SME managers had created a list of employees that wanted to participate in the research. This list did not seem 100% waterproof after all. However, this is the reason a control question about the Facebook account was added to the survey. Of the people that had an account, 5.8% used Facebook less than once a week, 3.8% used Facebook once a week, 7.7% used Facebook 2-3 times a week, 5.1% used Facebook 4-6 times a week and the majority used Facebook on a daily basis (59.6%). Most participants (78.2%) had a permanent contract with their employer or had a temporary contract (16.7%). The other employees saw themselves as freelancers or they did not want to say. A large part of the participants in this research had not worked for their employer for a very long time: 56.6% worked at their current organization from one to five years. There was also a large part of employees that did already worked at their organization for a longer period of time: 17.3% worked for their employer 10-15 years and the remaining 26.1% worked for their employer between 16-39 years. The subjects were debriefed in the final stage of the study through email. This email contained a summary of the results of the study and the comment that their social media behavior will not be analyzed for this research anymore.

3.1.2 Participants experiment

First, data was collected for the survey. After all respondents filled in the survey, the experiment started for the selected SMEs. As mentioned before, nine SMEs were selected. The researcher collected the number and the names of the employees for each organization in cooperation with the SME managers. In total a number of 154 respondents were included in the experiment. The smallest number of employees in an SME is six, and the largest team an SME had was 35. The employees that were selected all had a Facebook account and were following the corporate Facebook page. The researcher checked this with the SME managers during the selection of respondents. Collecting the data, it was not known how regularly the

respondents that had Facebook accounts checked their Facebook. This research also did not look into the access to Facebook, whether employees checked this on their mobile device or via a laptop.

3.2 Operationalisation and procedure for the survey

The survey was created in Qualtrics and sent to the respondents by email. The survey started with a brief introduction in which the researcher introduced herself, the duration of the survey was explained, anonymity was emphasized, the purpose of the study was mentioned and it was stated that by filling in the survey the respondent would automatically give his or her informed consent (see appendix A and B for the full survey in Dutch and English). The first 12 questions concerned perceived CSR, measured on a 7-point Likert scale with 1= strongly disagree, to 7 = strongly agree. This study used an existing scale to measure perceived CSR. Maignan and Ferrell (2001) created a scale for corporate citizenship, which included the four CSR dimensions of Carroll (1991): economic citizenship, legal citizenship, ethical citizenship, discretionary citizenship also known as philanthropic citizenship. In the original scale (Maignan & Ferrell, 2001) economic, legal and ethical CSR were measured with seven items and discretionary CSR with eight items. In this study, three items for every CSR dimension were selected, based on the fact that this research is about SMEs and not all items fitted evenly well. An example of a CSR question in the economic domain is: "We have been successful at maximizing our profits." An example of a legal CSR question is: "The managers of this organization try to comply with the law." An example of the ethical domain is: "We are recognized as a trustworthy company." And lastly, an example of a philanthropic CSR question is: "Our business gives adequate contributions to charities." The survey was set up in Dutch, to make it more comfortable for respondents to participate in the survey. The Dutch and the English version of the survey can be found in appendix A and B.

The second part of the survey regarded organizational identification, which was measured with five items based on an existing scale (Ellemers, Spears, & Doosje, 1999; Leach et al., 2008). The items will also be measured with a 7-point Likert scale with 1= strongly disagree, to 7 = strongly agree. An example item is: "I feel committed to my organization". The next questions regarded the eWOM of the respondents. EWOM is measured with a scale created for this research by combining two existing scales (Van Zoonen et al., 2018). The seven items will be measured with a 7-point Likert scale, ranging

from 1= strongly disagree to 7 = strongly agree. An example item is: "I share positive news messages from my organization on Facebook". The survey ends with demographic questions and control questions regarding the gender of employees, their age, if the employees have a Facebook account and how often they use it, how many years they have worked for their organization and what kind of contract they currently have. These background questions were added to the survey, as this research wants to control for these variables. Age could for example play a role in the results as people between the ages of 20-39 use Facebook more often (58%) than people between the ages of 15-19 (30%) or people between the ages of 40-64 (52%) (Newcom, 2019). The control questions contained open ended questions as well as multiple choice answers. Gender was measured by multiple choice: male, female and other/I'd rather not say. Age was measured by an open answer, answered in years. The questions about owning a Facebook account and the amount of time spent on Facebook started with a multiple choice question if you have an account (yes; no), which only had a follow up question if the answer was yes. In that case, a multiple choice question was posed with five options, ranging from 'daily use' to 'less than once a week'. Then an open ended question was posed on how many years you have worked at your organization, followed up by a multiple choice question regarding the kind of contract you have (permanent; temporary; freelance; other, namely…; I'd rather not say). The respondents could then choose to fill in their email address so they could win the DUDOK apple pie. This pie was used as an incentive for the respondents. All respondents that filled in their email address were assigned a number by the researcher. Then the researcher randomly picked a number with an online tool (https://randomnummer.nl/), to make sure the winner of the apple pie was picked completely at random. Finally the respondents had the possibility to leave a comment or a question.

Facebook was selected as the social media channel to focus on, because it is the biggest SNS in the Netherlands after WhatsApp, with 10.1 million users in total and 6.8 million daily users. To compare, Instagram has 4.9 million users in total with 2.7 million daily users (Newcom, 2019). Another argument to select Facebook, is that within all SNSs, Facebook is used most often for corporate communication (Tao & Wilson, 2015). Facebook also has wide functionalities to express eWOM behaviors, such as sharing, commenting, liking and posting social media messages. All selected SMEs had a Facebook business page.

The next step was to create reliable scales for the different CSR dimensions, organizational identification and eWOM. Therefore principal component analyses (PCA) were conducted. To start with, a PCA for CSR on the 12 items was conducted. Before the PCA was analyzed, the researcher checked whether the data was suitable for this analysis. For one, the communalities and the sample size were checked. Research states that communalities around and above the .5 need a sample size of 100-200 (MacCallum, Widaman, Zhang, & Hong, 1999). With the sample size of 156 and communalities between .45 and .73, the data sufficed. Secondly, the Kaiser–Meyer–Olkin measure of Sampling Adequacy (KMO) was conducted and should be at least .50 to have a sample size meeting the requirements for a PCA. For CSR a KMO of .82 was found, which was interpreted as very positive. Lastly, the variables were normally distributed and were measured at an interval level (Field, 2013) . The PCA with varimax rotation indicates that the 12 CSR items together form a three dimensional scale: three components had an eigenvalue above 1 (eigenvalue of 4.54, 1.69 and 1.09) which in total explained 60.9% of the variance. After these components there is a clear bend in the screen plot. This was somewhat a surprise as literature shows four CSR categories. The CSR category that is considered the same by the respondents is ethical and legal CSR. This is why from this point on, the PCA will be respected and there will be spoken about legal-ethical CSR as one scale. Component 1 (legal-ethical CSR) explains 37.9% of the total variance, component 2 (philanthropic CSR) explains 14% of the total variance and component 3 (economic CSR) explains 9.1% of the total variance. See Table 1 for the factor loadings after rotation. A reliability analysis was run for the three subscales. Philanthropic CSR ($M = 4.42$, $SD = 1.30$) seemed to have a moderately reliability (Cronbach's alpha .68), legal-ethical CSR ($M = 5.71$, $SD = 0.91$) has good reliability (Cronbach's alpha .85) but economic CSR ($M = 5.00$, $SD = 1.02$) is not reliable (Cronbach's alpha .48). Deleting items did not improve the reliability, so this study proceeded with the subscale. The results however have to be interpreted with caution as the scale is not very reliable. The scales for CSR are based on the mean of the items. For all scales the mean is high taking into account that the center of the scale is 4, with 1 as the lowest and 7 as the highest score.

Why could respondents not distinguish legal from ethical CSR? It seems that employees might feel that the companies' ethical activities are not 'desired' activities, but should fall under 'required' activities (Carroll, 1991). This could be explained by a shifted

perspective of employees on CSR, or a different generation of employees with other values: employees see ethical activities as something that is regulated by law. Research shows that 'Millennials' (people born between the early 1980s and 2000) are highly attentive to unethical behaviors. They are better at noticing it in comparison to other generations (Ethics Resource Center, 2013). The rise of Millennials in the workspace (Deloitte, 2014), which matches the sample in this study (66.2%), could be an explanation for this phenomenon.

Table 3.1: Perceived CSR: Item loadings on a three factor principal components solution

Items	Legal/ethical citizenship	Philanthropic citizenship	Economic citizenship
The managers of this organization try to comply with the law.	.699		
Our company seeks to comply with all laws regulating hiring and employee benefits.	.773		
Our contractual obligations are always honored.	.838		
We are recognized as a trustworthy company.	.814		
Our salespersons and employees are required to provide full and accurate information to all customers.	.647		
Top managers monitor the potential negative impacts of our activities on our community.	.514		
Our business encourages employees to join civic organizations that support our community.		.815	
A program is in place to reduce the amount of energy and materials wasted in our business.		.714	
Our business gives adequate contributions to charities.		.713	

We have been successful at maximizing our profits.			.772
We strive to lower our operating costs.			.621
Top management establishes long-term strategies for our business.			.548
Cronbach's alpha *r (p < .01)*	.85	.68	.48
Eigenvalue	4.54	1.69	1.90

Secondly, a PCA for organizational identification was conducted. The KMO again verified the sampling requirements for the analysis, KMO = .87. And the communalities range from .81 to .87. The PCA indicates that the five identification items together form a one dimensional scale, as one component has an eigenvalue above 1 (eigenvalue of 4.25), which explained 84.9% of the variance. After this components there is a clear bend in the screen plot. The scale has a good reliability, Cronbach's alpha = .96. The scale thus appears to measure organizational identification (*M* = 6.14, *SD* = 0.94) . A high score on the items is an indication of high organizational identification. The scale for organizational identification is based on the mean of the items. The mean is very high, as 7 is the highest possible score and the mean is 6.14. This means that the organizational identification is high on average.

And lastly, a PCA for eWOM was conducted. The requirements for the PCA were met, as the KMO was .94 and the communalities ranged from .66 to .89. This PCA indicates that the seven eWOM items together form a one dimensional scale and one components has an eigenvalue above 1 (eigenvalue of 5.78), which explained 82.6% of the variance. After this components there is a clear bend in the screen plot. The scale has good reliability, Cronbach's alpha = .97. The scale thus appears to measure eWOM intentions (*M* = 4.12, *SD* = 1.95). A high score on the items is an indication of high eWOM intentions. The scale for eWOM is based on the mean of the items, which is again high. The center of the scale is 4, with 1 as the lowest and 7 as the highest, and the mean of eWOM is 4.12.

3.3 Operationalisation for the experiment

The experiment consisted of one independent variable (type of CSR message) and one dependent variable (eWOM behavior of employees). The independent variable had three conditions, regarding the CSR type: economic-legal CSR, ethical-philanthropic CSR and non-CSR. For all conditions, social media posts were created. To make the experiment more reliable, all posts needed to be created with regards to consistent guidelines. According to these guidelines, other researchers should be able to replicate the study. The aim for this study was to test for differences between CSR types and eWOM behaviors. Research has shown that if organizations want to create response on social media, the messages should meet a number of requirements, such as interactivity and openness (Simmons, Thomas, & Truong, 2010; Vernuccio, 2014). To make CSR communication via social media successful, meaning increased awareness of stakeholders, research also shows that two-way dialogic communication is required (Burchell & Cook, 2006; Du, Bhattacharya, & Sen, 2010). Taken this into account, one guideline for creating the social media posts was that the post should create an opportunity to be shared. Facebook technically makes this possible by using a share button. Next to that, the captions of the social media posts were set up in such a way that invited employees to share the message. For example, open ended questions were posed or the captions addressed readers on a personal level (see appendix G for examples of posts). Other studies show that CSR messages are only successful when there is a company-cause fit, which can be explained as the organization's mission and the CSR mission stated in the message being comparable (Abitbol & Lee, 2017; Chandler & Werther, 2014; Du et al., 2010). Another guideline for the social media posts thus was having a company-cause fit. This research took place in times of the Coronavirus outbreak in the Netherlands. As this was a recurring theme for all SMEs, this was selected as a subject to create posts around to ensure a company-cause fit, but also to have a general theme to create similarities between the posts.

For economic-legal CSR, Carroll (1991) states that society sees this as 'required' responsibilities of an organization, for example being a profitable organization (economic) and following rules and regulations (legal). Ethical and philanthropic CSR are seen by society as 'desired' responsibilities, such as community development and volunteer work. As it seems that people defined legal and ethical CSR in the same category, this research mainly focussed on the philanthropic side of CSR when looking at 'desired' responsibilities. In the context of the Coronavirus outbreak this research formulated economic-legal CSR posts

about openness on profit making in times of crisis and government rules on social distancing in the workplace. Ethical-philanthropic CSR posts contained information about the extra mile an organization makes in these times, such as praising its employees on their flexibility in times of the Corona crisis or an extra service that was created to help those in need. The non-CSR posts contained more general information about topics the organization itself wanted to communicate during the Corona crisis. The subjects differed from presenting products and services to telling something about the team.

The above guidelines take into account the strategy or subject of a post. Another guideline was about how to present a social media post. The conditions of posts within one organization were alike, following similar guidelines for the length of the caption, the use of an image, the use of emoticons in the caption and the use of tags to people or organizations. The caption should be no longer than five sentences, all social posts should contain an image and no tags were used in the posts. All posts were scheduled around the same time (4 P.M.), on the same day (Thursday). To control for internal validity, this study has randomly assigned the order of the manipulations to the SMEs, for example for organization 1 an economic-legal post was posted in the first week, in the second week an ethical-philanthropic post was posted and in week three the non-CSR post was posted. Organization 2 had a different sequence.

This research thus tried to create similar conditions within an organization. For example: if post 1 has two bullet points, post 2 should have the same amount of bullet points. However, the conditions between organizations are not comparable, which means that this is more of an explorative study. It is therefore expected that some posts will have a higher level of engagement, as the subject is more social or popular (e.g. a happy drawing of a dog vs. a picture of a technical companies' employee). The SMEs are also not comparable as they all operate in different work fields (e.g. a mover vs. an IT company). This will be taken into consideration in the results section.

Analysing the dependent variable of the experiment, the researcher has looked into the different forms of eWOM behaviors of employees on Facebook: sharing, liking and commenting. A like can be seen as clicking the thumbs up icon, or another icon such as a hart or an emoji, on the far left side of options under a Facebook post. Facebook also states the word 'Like' next to the emoji. The developer pages on Facebook state that the like button can be used as one of the most easy ways to engage on a social media message. With just one click you can give (positive) feedback to someone's Facebook post, just with one click you

can connect with someone. Likes may mean different things to different Facebook users (Peyton, 2014). Some will see it as a confirmation that a friend has seen the post on Facebook, for others it might mean social acceptance. Because it is so easy to create a like, it can also be seen as the most lazy way of engaging on Facebook: it is a fact that people just need less cognitive power to like a post, in comparison to commenting and sharing (Alhabash & McAlister, 2014; Smith, 2014). A comment can be seen as a personally composed message, written under a post. Facebook facilitates this by the button in the middle underneath a social media post, names 'Comment'. Research shows that the quality of a relationship is experienced as higher when 'composed' content is received, such as a personal message in a comment or in a direct message. But for a like, this effect does not exist (Burke, 2011; Burke & Kraut, 2013). A comment, in comparison to a like, can be used to communicate a more personal message that just the emoji of a thumb (or one of the other options of Facebook to show a like, e.g. heart, tears) can not describe. It is a more personal way to give feedback to a Facebook post. The last option Facebook gives to engage on a post, is through a share. Facebook facilitates this on the far right side of options under a post. A share is seen to weigh the heaviest of all engagement, as a Facebook user not only personally engages on the message, but goes a step further and places it on his/her personal page. This is a form of self-presentation, which Facebook users are very strategic and precise about (van Dijck, 2013). Calero (2013) states that one share corresponds with two comments and one comment is equal to seven likes. As the Facebook algorithm is constantly changing, it is very difficult to connect an exact value to a like, comment or share. Other research states that the difference between like, comment and share are based on the message features: a like is linked to visual features and is thus affectively driven behavior, a comment is linked to rational features and thus cognitively triggered behavior and a share is linked to both behaviors (Kim & Yang, 2017). This research took into account that a like requires the least commitment and cognitive effort of all three engagement options, which is why it is rated as the lowest engagement option. A like is followed by a comment, which requires more cognitive power. Lastly, a share is rated as the highest form of engagement, as the message is added to the user's personal page as strategic self-presentation.

One week after the post was published, the researcher collected the data in Facebook Statistics. This way, employees had the opportunity to react on a social media post for one week. As the researcher had full access to the Facebook company pages of the SMEs, all

engagement could be measured. When opening a company page on Facebook and clicking on the message, the researcher was able to see who liked, commented on or shared the post. Based on the list of employee names, the researcher calculated a percentage of engagement of the employees for every post per SME. For example from the 10 employees, 3 people liked the post (30%), 0 commented on it (0%) and 2 shared the post (20%).

3.4 Data analysis

This study used a within-subjects design for the experiment, as differences within one organization were tested, with different CSR messages as independent variables. As there is a difference to be made in engagement levels of employees on Facebook (Alhabash & McAlister, 2014; Burke, 2011; Burke & Kraut, 2013; Kim & Yang, 2017; Smith, 2014; van Dijck, 2013), this study created and used an engagement index to rate the level of engagement on a social media post: shares are the highest level of engagement, comments are medium level and likes are the lowest level of engagement. Therefore shares are counted with a value of 3, a comment has the value of 2 and a like has the value of 1. As an example one of the clients, Heurkens & van Veluw, had 2 shares, 1 comment and 6 likes on an economic-legal CSR post and 2 shares and 8 likes on a ethical-philanthropic CSR post. Normally speaking, the ethical-philanthropic post would score better (value of 10) than the economic-legal post (value of 9). However, with the created index it is taken into account that a share and a comment weigh more than a like, which results in the economic-legal post having a value of 14 and the ethical-philanthropic also having a value of 14. The researcher also checked the data of the experiment with a simple index, where all engagement has the same value. The data shows that there is only a slight, or no difference between engagement and general eWOM behaviors.

The data of the survey was analysed in SPSS. After using a factor analysis and a reliability analysis to create scales, linear regressions were done to look for relationships between the variables.

4. Results

The researcher first looked into the data of the survey. To answer the proposed hypotheses and research question, a series of regressions were conducted. All variables were

continuous, which is why regressions could be used to look for relationships between the variables. Multiple regressions were used here, as this type of analysis can show the predictive power between different variables and one outcome (Tabachnick & Fidell, 2007). The dependent variables that were tested are eWOM intentions and organizational identification. The independent variables initially were the different types of CSR message. Based on the PCA, respondents viewed two of the four CSR dimensions as similar: legal CSR and ethical CSR. The hypotheses were based on another distribution of the categories, which is why the hypotheses are interpreted a little different.

Before the analysis, the researcher checked the data for outliers. None were found, so nothing was removed. Also residuals scatterplots were conducted, which showed a normal distribution of the data, linearity in the data and homoscedasticity. This means that the data is sufficient to run a regression analysis.

4.1 Control variables

This research controlled for a couple of variables: age, gender, Facebook use, years at an organization and finally type of contract. Before any further analyses were done, the researcher looked into the control variables and their possible effect on the other variables. To start with, age was tested. As age is a continuous variable, a regression was run which showed no significant difference between the age of the respondents and eWOM intentions ($p = .416$). There was however a significant difference between age and organizational identification ($p = .013$). The second control variable was gender. For gender, an independent samples t-test showed that there existed no significant difference between female respondents and male respondents regarding eWOM intentions ($p = .325$). For gender, there was also no significant difference found regarding organizational identification ($p = .313$). Next, the researcher tested Facebook use which was a categorical variable in the first place, but to run a t-test it was transformed into a continuous dummy variable. Daily use of Facebook was recoded into value 1 and non-daily use was recoded into value 0. An independent samples t-test with eWOM intentions as dependent variable and Facebook use as independent variable showed that Facebook use had a significant effect on eWOM intentions ($p = .001$). A total of 93 respondents (59.6%) used Facebook on a daily base. Respondents who used Facebook on a daily base ($M = 4.55$, $SD = 1.93$) scored higher on eWOM intentions in comparison to respondents who did not use Facebook on a daily base ($M = 3.50$, $SD = 1.82$). Facebook use

and organizational identification had no significant relationship ($p = .395$). The amount of years people worked at an organization had no significant effect on eWOM intentions ($p = .113$) and neither did it have an effect on organizational identification ($p = .097$). Lastly, the contract of an employee had no significant relationship with eWOM intentions ($p = .523$) and neither did it on organizational identification ($p = .662$). In the following results section, age and Facebook use will be included as control variables in the analysis as they showed interesting effects on eWOM intentions and organizational identification.

4.2 Effects of different CSR topics on eWOM intentions

The first hypothesis proposed the effect of different CSR topics on eWOM intentions of employees. The original H1 was: Ethical and philanthropic CSR have a stronger effect on eWOM intentions- and behaviors of employees than economic and legal CSR. Based on the PCA however, for hypothesis 1, this research will first look into the effect of economic CSR, second into the effect of legal-ethical CSR and lastly into the effect of philanthropic CSR.

A multiple regression analysis was conducted with eWOM as criterium. Predictors were economic CSR, legal-ethical CSR and philanthropic CSR. The model was found to be insignificant, $F(3, 152) = 1.02$, $p = .386$. The regression model is thus not useful for predicting participants' eWOM intentions, and the predictive power is very small: 2 percent of the differences in eWOM intentions can be predicted based on economic CSR, legal/ethical CSR and philanthropic CSR ($R2 = 0.02$). Economic CSR, $b* = 0.08$, $t = 0.91$, $p = .363$, 95% *CI* [-0.19, 0.51], legal-ethical CSR, $b* = 0.07$, $t = 0.72$, $p = .472$, 95% *CI* [-0.26, 0.56] and philanthropic CSR, $b* = -0.11$, $t = -.1.30$, $p = .195$, 95% *CI* [-0.43, 0.09] have an insignificant correlation with eWOM intentions. Hypothesis 1 is therefore rejected, which means that there is no relationship between economic CSR and eWOM intentions, legal-ethical CSR and eWOM intentions and philanthropic CSR and eWOM intentions.

As a control variable, Facebook use was added to the regression analysis. This was done by the researcher, as an independent samples t-test with eWOM intentions as dependent variable and Facebook use as independent variable had shown a significant effect on eWOM intentions. There was a statistically significant increase in eWOM intentions from people who used Facebook on a daily base ($M = 4.55$, $SD = 1.93$) to people who did not use Facebook on a daily basis ($M = 3.50$, $SD = 1.82$), $t(154) = 3.42$, $p = .001$, 95% *CI* [0.45, 1.66]. Therefore, an additional hierarchical regression analysis was conducted. Facebook use

was included in the first block and economic CSR, legal-ethical CSR and philanthropic CSR were included in the second block. When Facebook use ($b* = 0.29$, $p < .001$) was used as a predictor the model reached significance, $R2 = 0.08$, $F(1, 154) = 13.72$, $p < .001$. Adding economic CSR ($b* = 0.09$, $p = .307$), legal-ethical CSR ($b* = 0.02$, $p = .845$) and philanthropic CSR ($b* = -0.09$, $p = .280$) did not improve the predictive value of the model, Δ $R2 = 0.01$, $F(4, 151) = 3.96$, $p = .004$, while Facebook use was still significant ($b* = 0.28$, $p = .001$). See Table 4.1 for both models. The researcher therefore states that the different types of CSR did not improve the model.

Table 4.1. Regression model for predicting the eWOM intentions ($N = 155$)

	Model 1	**Model 2**
Facebook use	0.29**	0.28*
Economic CSR		0.09
Legal-ethical CSR		0.02
Philanthropic CSR		-0.09
	$R2 = 0.05$	$\Delta R2 = 0.01$
	$p = .013$	$p = .822$

Note. Beta ($b*$) is measured, * $p < .050$, ** $p < .001$

4.3 The indirect effect of organizational identification

Then hypotheses 2 and 3 were tested. The original second hypothesis, "Organizational identification has a positive mediating effect on the relationship between economic-legal CSR and eWOM intentions- and behaviors.", and the original third hypothesis, "Organizational identification has a positive mediating effect on the relationship between ethical- philanthropic CSR and eWOM intentions- and behaviors.", were adjusted because of the PCA. Hypothesis 2 and 3 looked into the effects of the adjusted CSR categories (economic CSR, legal-ethical CSR and philanthropic CSR) on organizational identification.

As there is no significant direct relationship between the different types of CSR messages and eWOM intentions, officially there can be no mediating effect. Hayes (2009) however proposes that even without a mediating effect, there still can be an indirect effect between variables. This research wants to include more than one predictor in the model,

including CSR types and a control variable 'age'. Age was shown to have a significant relationship with organizational identification (p = .013).

By using a hierarchical regression analysis, this research wanted to see what the strongest correlation was between different CSR messages as independent, continuous variables, age as independent, continuous variable and identification as the dependent, continuous variable. A hierarchical regression analysis can be used for testing hypothesis 2 and 3, as it tests which variable in a set of variables is the best predictor of an outcome (Pallant, 2013).

A hierarchical regression analysis was conducted with organizational identification as criterion. The variable age was included in the first block and economic CSR, legal-ethical CSR and philanthropic CSR were included in the second block. When age (b^* = 0.20, p = .013) was used as a predictor the model reached significance, $R2$ = 0.04, $F(1, 152)$ = 6.38, p = .013. However, adding economic CSR, legal-ethical CSR and philanthropic CSR improved the predictive value of the model significantly, $\Delta R2$ = 0.28, $F(3, 149)$ = 20.26, p < .001, while age was still significant (b^* = 0.20, p = .004). See Table 4.2 for both models.

Table 4.2. Regression model for predicting the organizational identification (N = 153)

	Model 1	Model 2
Age	0.20*	0.20*
Economic CSR		0.32**
Legal-ethical CSR		0.30**
Philanthropic CSR		-0.01
	$R2$ = 0.04	$\Delta R2$ = 0.28
	p = .013	p < .001

Note. Beta (b^*) is measured, * p < .050, ** p < .001

The second regression model is thus useful for predicting participants' organizational identification, but the predictive power is mediocre: 28 percent of the differences in organizational identification can be predicted based on economic CSR, legal-ethical CSR and philanthropic CSR ($\Delta R2$ = 0.28). Economic CSR, b^* = 0.32, t = 4.00, p < .001, 95% *CI* [0.15, 0.43] and legal-ethical CSR, b^* = 0.30, t = 3.69*, p* < .001, 95% *CI* [0.14, 0.47] have a

significant, moderate correlation with organizational identification, while philanthropic CSR has an insignificant association, $b* = -0.01$, $t = -0.19$, $p = .851$, 95% CI [-0.12, 0.10]. For each additional point on the economic CSR scale, there is 0.15 more organizational identification. And for each additional point on the legal-ethical CSR scale, there is 0.14 more organizational identification. This, as well as the higher $b*$ for economic CSR, shows that economic CSR is the best predictor for organizational identification, followed by legal-ethical CSR. The reliability of the economic CSR subscale was however not very reliable, so interpreting the results should be done carefully. For age it can be stated that the predictive power is even lower, as only 4 percent of the differences in organizational identification can be predicted based on age ($R2 = 0.04$). Age, $b* = 0.20$, $t = 2.92$, $p = .004$, 95% CI [0.01, 0.03], has a significant, moderate correlation with organizational identification. For each additional year of a respondent's age there is 0.01 more organizational identification.

Secondly, the linear regression model of eWOM intentions as the dependent variable and organizational identification as independent variable is significant, $F(1, 154) = 7.78$, $p = .006$. The regression model is thus useful for predicting eWOM intentions of employees, but the predictive power is small: 5 percent of the differences in eWOM intentions can be predicted based on organizational identification ($R2 = 0.05$). Organizational identification, $b* = 0.22$, $t = 2.79$, p $= .006$, 95% CI [0.13, 0.78] has a significant, moderate correlation with eWOM intentions. Hypothesis 2 and hypothesis 3 are rejected as there is no mediating effect to be found. However, an indirect relationship (Hayes, 2009) can be found between CSR message and eWOM intentions through organizational identification. Figure 2 represents the conceptual model of the indirect effect.
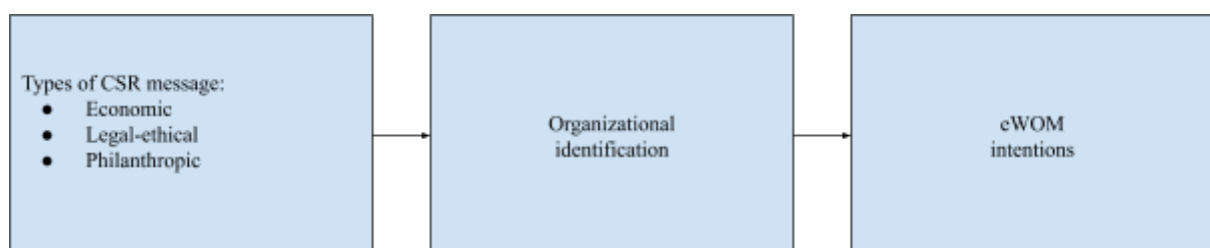

Figure 4.2. Conceptual model of indirect effect of CSR type on eWOM intentions

4.4 Comparing eWOM intentions with eWOM behaviors

The results from the survey showed that there is no direct relationship between CSR types and eWOM intentions of employees. There is however an indirect effect between CSR types, organizational identification and eWOM intentions. Communicating economic CSR created the highest organizational identification, followed by legal-ethical CSR. High organizational identification again had a positive effect on eWOM intentions. Therefore, this study argues that economic as well as legal-ethical CSR posts create the highest eWOM intentions. Next to the survey, an experiment was conducted to measure eWOM behaviors of employees. We see (Table 3) that six out of nine organizations score the highest engagement score with ethical-philanthropic CSR posts (66.7%), which can be interpreted as more philanthropic CSR than ethical CSR according to the discussion in the method. One organization has an equal score for economic-legal CSR and ethical-philanthropic CSR posts, one organization scores higher on economic-legal CSR and one organization scores highest on a non-CSR post.

Table 4.3: Engagement scores per organization, according to an engagement index ($N = 9$)

	Number of employees	Economic-legal	Ethical-philanthropic	Non-CSR
BEKS systems	6	2	2	**12**
Bongers Verhuizingen	15	0	**1**	0
Heurkens & van Veluw	35	**14**	**14**	7
Ortho Innovatief	16	**9**	7	6
PMC Katwijk Rijnsburg	33	4	**23**	14
UniWarm	8	8	**14**	4
Quality	10	5	**11**	7
Christiaan Lifestyle Salon & Spa	11	4	**7**	1
IN- 'N	20	11	**22**	12

OUTDOOR

Note. The bold numbers have the highest score. It is assumed that all employees have a Facebook account and are following the business Facebook page of their organization.

   The results shown above in table 3 are the data of the experiment, calculated by an engagement index. This means that shares weigh the most, followed by comments and lastly likes. The researcher also checked the data of the experiment according to a simple index, where a share, comment and like have the same weight. Here, the researcher found almost no differences with the data from the engagement index. To provide a complete insight, this table (Table 4) is shown below. Only the organization Heurkens & van Veluw has a slight change in the data: with the engagement index there was a shared first place between economic-legal and ethical-philanthropic CSR posts.

Table 4.4: Engagement scores per organization, according to a simple index ($N = 9$)

	Number of employees	Economic-legal	Ethical-philanthropic	Non-CSR
BEKS systems	6	2	2	**6**
Bongers Verhuizingen	15	0	**1**	0
Heurkens & van Veluw	35	9	**10**	3
Ortho Innovatief	16	**7**	3	4
PMC Katwijk Rijnsburg	33	2	**18**	8
UniWarm	8	4	**6**	4
Quality	10	4	**6**	5
Christiaan Lifestyle Salon & Spa	11	2	**5**	1
IN- 'N OUTDOOR	20	5	**10**	6

Note. The bold numbers have the highest score. It is assumed that all employees have a Facebook account and are following the business Facebook page of their organization.

To test for differences between eWOM behaviors for the same group of respondents under different conditions, a number of paired-sample t-tests were conducted. The different CSR types are seen as the different conditions. The researcher looked at the total score per post (economic-legal CSR, ethical-philanthropic CSR, non-CSR), where all organizations were taken together as a sum. The conditions for a t-test were met, as all groups contained over 30 observations and the dimensions were rated on the same scale (Pallant, 2013).

First, a paired-samples t-test was conducted to evaluate the impact of perceived economic-legal CSR and ethical-philanthropic CSR on employee eWOM behaviors. There was a statistically insignificant increase in eWOM behaviors from economic-legal CSR (M = 6.33, SD = 4.50) to ethical-philanthropic CSR (M = 11.22, SD = 7.87), t (8) = -2.2, p = 0.058. The mean increase in eWOM behaviors was 4.89 with a 95% confidence interval ranging from -9.99 to 0.22. The eta squared statistic (0.38) indicated a large effect size.

Secondly, a paired-samples t-test was conducted to evaluate the impact of perceived economic-legal CSR and non-CSR on employee eWOM behaviors. There was again a statistically insignificant increase in eWOM behaviors from economic-legal CSR (M = 6.33, SD = 4.50) to non-CSR (M = 7.00, SD = 4.92), t (8) = -0.34, p = 0.746. The mean increase in eWOM behaviors was 0.67 with a 95% confidence interval ranging from -5.25 to 3.91. The eta squared statistic (0.01) indicated a small effect size.

Lastly, a paired-samples t-test was conducted to evaluate the impact of perceived ethical-philanthropic CSR and non-CSR on employee eWOM behaviors. There was a statistically insignificant decrease in eWOM behaviors from ethical-philanthropic CSR (M = 11.22, SD = 7.87) to non-CSR (M = 7.00, SD = 4.92), t (8) = 1.99, p = 0.082. The mean decrease in eWOM behaviors was 4.22 with a 95% confidence interval ranging from -0.67 to 9.11. The eta squared statistic (0.33) indicated a large effect size.

With the results above, the research question can be answered: "What is the effect of two different types of CSR topics (economic-legal vs. philanthropic-ethical) on the eWOM intentions- and behaviors of employees in SMEs?" The experiment showed most engagement on ethical-philanthropic CSR posts, however the results are not significant. The results from the survey show that an organization's performance on different CSR topics influenced the organizational identification of employees and that in turn influenced eWOM intentions of employees. A difference between CSR topics is found, as economic CSR had the most

positive relationship, followed by legal-ethical CSR topics. Philanthropic CSR did not seem to have an effect on organizational identification and eWOM intentions. With interpreting these results, it should be taken into account that the economic CSR scale was found to be not very reliable.

The results above are calculated by the engagement index, designed by the researcher. Worth noticing is that, looking at the different kinds of engagement, most eWOM behavior consisted of liking a message: 88.9% of the organizations liked a economic-legal post, all organizations (100%) liked the ethical-philanthropic posts and 88.9% liked the non-CSR post. After liking, commenting was skipped by most of the organizations: only 22.2% commented on economic-legal posts, 11.1% commented on ethical-philanthropic posts and no organizations commented on non-CSR posts. The eWOM behavior sharing, however, was used quite often by employees: 66.7% shared economic-legal posts, 77.8% shared ethical-philanthropic posts and 77.8% shared non-CSR posts. The researcher expected a different eWOM behavior distribution based on the literature: liking, commenting and sharing. It would be interesting to further investigate why sharing was so popular in comparison to commenting.

5. Conclusion

This study examined the effects of different types of CSR messages (economic-legal vs. ethical-philanthropic) on eWOM intentions- and behaviors of employees in Dutch SMEs, with organizational identification as mediating factor. The results of the survey show that there is no direct effect of different types of CSR (economic CSR, legal-ethical CSR and philanthropic CSR) on eWOM intentions of employees. In line with these findings, it is stated that there can be no mediating effect of organizational identification, when there is no significant effect between the independent and dependent variables. However, the survey found a significant indirect effect of different CSR types on organizational identification: economic CSR had the most positive relationship with organizational identification, followed by legal-ethical CSR. No significant relationship was found for philanthropic CSR. This study can speak of an indirect effect, as organizational identification had a significant relationship with eWOM intentions. The RQ can not be answered exactly as it was initially posed, as the CSR categories turned out different than expected: economic CSR was seen

separately from legal-ethical CSR and philanthropic CSR was also seen as a standalone CSR category. From the results of the survey, it can be stated that the RQ can be answered with: there is no direct effect of CSR types on eWOM intentions, but an indirect effect between CSR type, organizational identification and eWOM intentions does exist. It seems that the way employees perceive their organization to score on a certain CSR domain, has an effect on their organizational identification.

This research accordingly tried to answer the RQ with an experiment. The experiment was set up to measure eWOM behaviors of employees when showing different CSR posts: economic-legal CSR posts, ethical-philanthropic CSR posts and non-CSR posts. The results show no significant relationship between the CSR types and eWOM behaviors. No significant results came out of the experiment, but interesting (insignificant) differences in CSR types were found. Ethical-philanthropic posts were found to have the most positive relationship with eWOM behaviors of employees. The social media posts about non-CSR subjects came next in predicting eWOM behaviors, followed by economic-legal CSR posts.

Theoretical implications

First of all, this study contributes to the existing literature on the positive effects of CSR communication on organizational identification (e.g. Farid et al., 2019; Kim et al., 2010; Rodrigo & Arenas, 2008). The results did not show a direct relationship between CSR types and eWOM, but they did show an indirect effect of CSR communication through organizational identification on eWOM. This study therefore contributes to the literature on social identity theory (Tajfel & Turner, 1979), which states that employees want to identify themselves with 'good' social groups or organizations. When an organization engages in something positive like CSR, an employee tends to feel greater organizational identification with this organization. Higher organizational identification in turn increases the possibilities of positive OCB (De Roeck et al. 2014; Eberle et al., 2013). This study also contributed to the existing literature as the type of CSR message makes a difference in the engagement level of stakeholders on SNS. Previous research has mainly shown that ethical and philanthropic CSR messages thrive with regards to employee engagement (Kim et al., 2017; Lee, Park, & Lee, 2013). The CSR domain that has the most influence on stakeholder behaviors is however different in this research. Kim et al. (2017) show that philanthropic CSR is the only CSR type that has a significant effect on consumer behaviors. Lee et al. (2013) show a positive

influence of philanthropic as well as ethical CSR on organization-employee relationships. In contrast, this research shows no significant effect of philanthropic CSR, but only a significant effect of economic CSR and legal-ethical CSR on organizational identification. To answer why the findings of this study do not show philanthropic CSR as significant would need more research. When trying to find an explanation, we could look into the fact that this research is about SMEs. Employees of SMEs might feel different about philanthropic CSR in comparison to bigger organizations, or it could be the case that SMEs do not operate in philanthropic CSR as much as the other CSR domains. This research thus shows that the CSR activities that are 'required' by society are slightly important as the CSR activities that are 'desired' by society (Carroll, 1991).

A point worth noticing here is the low reliability of the economic CSR scale which makes interpreting the results unreliable as well. The only CSR type that significantly and with good reliability had an effect on organizational identification is legal-ethical CSR. A second point worth noticing is that the CSR scales turned out different than expected, as legal and ethical CSR were seen as the same sort of CSR domain. Previous literature showed that economic and legal CSR can be seen as a pair of 'required' responsibilities and ethical and philanthropic as a pair of 'desired' responsibilities (Carroll, 2016). This offers important implications for future research on CSR communication in SMEs, as employees tend to see ethical requirement as a legal requirement. Also the notion in previous research that philanthropic CSR creates more employee engagement was not found in this study. It would be interesting to see if the same results are found in a sample of bigger companies, as the size of an organization might have an influence on the way employees look at philanthropic responsibilities. Bigger organizations might have a greater flexibility in budget to spend on philanthropic goals in comparison to SMEs, or at least the employees might feel this way. Another possible reason could be that in an SME there is the same financial security as in a bigger organization, but the employees are closer to their employer and his financial concerns. More transparency because of a non-hierarchical business structure could play a role here. More research into the underlying psychological factors for employees in SMEs can be done. This suggestion is emphasized by Soundararajan, Jamali and Spence (2017) as well. They advocate for more research in the SME context.

The data from the experiment was insignificant, so the interpretation should be done carefully. The insignificant findings of the experiment however supported the existing

literature on CSR types (Kim et al., 2017; Lee et al., 2013), as ethical-philanthropic posts has the most positive effect on eWOM behaviors.

The significant results from the survey, where economic CSR and legal-ethical CSR have an effect on organizational identification, show that employees tend to feel more organizational identification when an organization acts on these CSR domains. This is in line with the underlying psychological system of perceived external prestige (PEP) (Van Dick et al., 2004). According to this concept an employee tends to feel more organizational identification when an organization does 'good', as employees expect external stakeholders to form a positive image of the organization because of their CSR. The results show that employees see economic CSR and legal-ethical CSR as more important than philanthropic CSR. Why employees do not connect their self image to philanthropic CSR, but to economic and legal-ethical CSR can perhaps be explained through PEP: they might think that external stakeholder value economic and legal-ethical CSR actions more than philanthropic CSR.

Practical implications

The current study offers some practical implications that can be used by marketing managers and SME managers. First of all, previous research shows some very interesting facts that can be taken into account while compiling social media posts. In the social media strategy, company-cause fit (Abitbol & Lee, 2017; Chandler & Werther, 2014; Du et al., 2010) should be taken into account, as this can contribute to the message credibility. Next, employees have the knowledge that they have the potential to be powerful online ambassadors (Helm, 2011; Van Zoonen et al., 2014). Managers do not have to remind employees about this fact, but managers can make it clear that they would appreciate it if employees would engage on social media about the organization. The intrinsic motives of employees however, drive them to engage. Enhancing engagement can be accomplished by organizational identification. Previous research shows that CSR is one way to enhance organizational identification. The results from the experiment in this research show no significant relationship between the different CSR messages and eWOM behaviors of employees. The survey results show that perceived CSR performances by employees do have an effect on organizational identification: economic CSR has the highest positive relationship, followed by legal-ethical CSR. Therefore this research can state that organizations should aim to create organizational identification in order to enhance eWOM

intentions and behaviors of employees, and CSR is one possible way to do this. There are many more ways to create organizational identification though, for example Bhattacharya, Sen and Korschun (2008) state that to get the most results out of CSR communication and employee engagement, organization need to communicate the CSR campaign and the additional CSR messages in a clear manner to their employees. If the employees know the details of the CSR actions and the underlying motivations of the organization, this can enhance the credibility, the understanding and therefore the involvement in CSR initiatives. Another advantage of creating a strategy that incorporates CSR is the relationship with your external stakeholders. Looking at the future, more Millennials will enter the job market (Deloitte, 2014). To attract future employees from this group, it is beneficial to have a CSR strategy. Millennials namely are more attentive to unethical behaviors than other age groups (Ethics Resource Center, 2013) and they will be looking for organizations to work with that they consider ethical. Next to Millennials, research shows that employees in general enjoy working for moral, legitimate organizations (Van Prooijen & Ellemers, 2015).

Limitations and future directions

       This study has a couple of important limitations to note. As mentioned above, the reliability of economic CSR was not very high. This could be caused by the selection of CSR questions. An existing CSR scale with 29 items (Maignan & Ferrell, 2001) was adjusted for this research to a scale with 12 items. This was done, as some questions were not suitable for employees of SMEs to answer. In future research the complete scale can be used to test for differences, or another scale should be created which is suitable for SMEs. The last option would be the most interesting, as some respondents also gave this as feedback. For example: "The first part I found a bit difficult for our hair salon" and "I work for an organization which has no, or limited, profit motives." Another limitation was the amount of respondents that had a Facebook account. Before the study started, the researcher and the SME managers created a list of employees that had Facebook accounts and followed the business page on Facebook. The respondents list turned out not to be complete after all. The control question in the survey showed that only 127 respondents did have a Facebook account. This makes the study less generalizable. Again, feedback was posted in the survey on this matter. For example: "In the questions you focus on Facebook. I don't use Facebook. But, for example, Linkedin and Instagram."

This study adds to the call that more research on the effect of CSR on employees is needed (Chen et al., 2019; Dhanesh, 2012), especially taking into account the effect of different types of CSR and the SME context. Another suggestion for future research is to focus on different SNS, such as Instagram, LinkedIn, Twitter or TikTok. Next to enriching the academic field, the feedback from the survey showed a clear demand for practical implications on different SNS. Most feedback focussed on LinkedIn and Instagram. For example: "LinkedIn is more relevant for social media questions" and "I think it is more interesting to involve LinkedIn and Instagram in this. I prefer to share business messages via LinkedIn rather than, for example, via Facebook."

It is difficult to compare the exact findings of the survey and the experiment, as the mediating role of organizational identification was not measured in the experiment. It would however be interesting to add interviews to this study in the future, to control for organizational identification. The employees who liked, shared, or commented on the messages would then have to be separately approached to assess why they did or did not engage on the posts.

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Appendix A: survey English

Welcome to this study and thank you in advance for your participation. Before you start, it is good to know a few things: I am Suzanne and during my master I want to research people's behavior on social media. In addition to my thesis at Erasmus University, I also work at Spredle and I take care of your marketing. This research is mainly intended for my thesis, but if there are interesting results that can help your marketing cause, I will of course implement this in the strategy!

A number of rules apply in this study:

- Your answers are completely anonymous.

- Your answers are not shared with third parties.

- There are no right or wrong answers. Tip: enter the first answer that comes to mind.

- The survey will take approximately 5-10 minutes of your time.

I am very pleased that you want to participate in this study. That's why you can win a delicious DUDOK cake! After completing the questionnaire, you can indicate whether you want to participate in the giveaway. Click on the arrow below to start the survey. Good luck!

1. Questions about your perception of CSR (Corporate Social Responsibility)

Below you will see a number of statements. Please select one answer on a scale from 1 (strongly disagree) to 7 (strongly agree) that fits you best.

1. We have been successful at maximizing our profits.

2. We strive to lower our operating costs.

3. Top management establishes long-term strategies for our business.

4. The managers of this organization try to comply with the law.

5. Our company seeks to comply with all laws regulating hiring and employee benefits.

6. Our contractual obligations are always honored.

7. We are recognized as a trustworthy company.

8. Our salespersons and employees are required to provide full and accurate information to all customers.

9. Top managers monitor the potential negative impacts of our activities on our community.

10. Our business encourages employees to join civic organizations that support our community.

11. A program is in place to reduce the amount of energy and materials wasted in our business.

12. Our business gives adequate contributions to charities.

2. Questions regarding your organizational identification

Below you will see a number of statements. Please select one answer on a scale from 1 (strongly disagree) to 7 (strongly agree) that fits you best.

1. I feel a bond with my organization

2. I feel solidarity with my organization

3. I feel committed to my organization

4. I feel that it is worthwhile to belong to my organization

5. I feel good about belonging to my organization

3. Questions regarding your behavior on social media (eWOM intentions)

Taking your organization into account, how likely would it be that you would ... on your personal social media profile (such as Facebook)? Please select one answer on a scale from 1 (strongly disagree) to 7 (strongly agree).

1. share positive news messages from my organization

2. share positive messages in the media about my organization

3. say positive things about my organization

4. recommend the products or services of my organization

5. 'like' a post by your organization

6. 'share' a post by your organization

7. 'post' a message about your organization

You're almost there! To round up this questionnaire, could you fill in the following demographic questions?

4. Demographic questions

1. How would you define your gender? (Male/female/other or I'd rather not say)

2. What is your age? (Open answer)

3. Do you have a Facebook account? (Yes/no)

4. How often do you use Facebook? (On a daily basis/4-6 times a week/2-3 times a week/once a week/less than once a week)

5. How many years have you worked in your current organization? (Open answer)

6. What kind of contract do you have? (Permanent/temporary/freelance/other, namely .../I'd rather not say)

7. Would you like to participate in the giveaway to win a DUDOK cake? (Yes, my email address is .../No thank you)

Thank you for participating in this research! If you have any questions or suggestions, please feel free to state them below. If you are all done you can click on 'next' and your answers will be send. Afterwards you can close your tab. (Open answer.)

Appendix B: survey Dutch

Welkom bij deze studie en bij voorbaat dank voor jouw deelname. Voordat je begint is het goed om een aantal zaken te weten: ik ben Suzanne en ik doe tijdens mijn afstuderen onderzoek naar het gedrag van mensen op social media. Naast mijn scriptie aan de Erasmus Universiteit werk ik ook bij Spredle en verzorg ik jullie marketing. Dit onderzoek is hoofdzakelijk bedoeld voor mijn scriptie, maar als er interessante uitkomsten zijn die jullie marketing kan helpen neem ik dit natuurlijk mee!

In dit onderzoek gelden een aantal regels:

- Jouw antwoorden zijn volledig anoniem.

- Jouw antwoorden worden niet vrijgegeven aan derden.

- Er zijn geen goede of foute antwoorden. Tip: vul het eerste antwoord in dat bij je op komt.

- De enquête zal ongeveer 5-10 minuten duren.

Ik vind het erg fijn dat je wilt meedoen aan deze studie. Daarom verloot ik een heerlijke DUDOK taart! Na het invullen van de vragenlijst kun je aangeven of je mee wilt doen met de winactie. Klik op de onderstaande pijl om te starten met de enquête. Veel succes!

1. Vragen over jouw mening betreffende maatschappelijk verantwoord ondernemen (MVO)

Hieronder lees je een aantal statements. Selecteer een antwoord dat het beste bij jou past op een schaal van 1 (helemaal mee oneens) tot 7 (helemaal mee eens).

1. Ons bedrijf is succesvol in het maximaliseren van winst.

2. Ons bedrijf streeft ernaar om de bedrijfskosten te verlagen.

3. Het topmanagement stelt langetermijnstrategieën voor het bedrijf vast.

4. Managers binnen mijn organisatie proberen de wet- en regelgeving na te leven.

5. Ons bedrijf streeft ernaar te voldoen aan alle wetten betreffende werving en selectie en werknemersvoordelen.

6. De contractuele verplichtingen van het bedrijf worden altijd nagekomen.

7. Ons bedrijf wordt gezien als een betrouwbaar bedrijf.

8. De verkopers en medewerkers van ons bedrijf zijn verplicht om alle klanten volledige en nauwkeurige informatie te verstrekken.

9. Topmanagers monitoren de mogelijke negatieve effecten van onze activiteiten op onze gemeenschap.

10. Ons bedrijf moedigt werknemers aan om lid te worden van maatschappelijke organisaties die de gemeenschap ondersteunen.

11. Ons bedrijf heeft een strategie om de hoeveelheid energie en materialen die worden verspild te verminderen.

12. Ons bedrijf levert een mooie bijdrage aan goede doelen.

2. Vragen over jouw verbondenheid met de organisatie

Hieronder lees je een aantal statements. Selecteer een antwoord dat het beste bij jou past op een schaal van 1 (helemaal mee oneens) tot 7 (helemaal mee eens).

1. Ik voel me verbonden met mijn organisatie.

2. Ik voel me solidair met mijn organisatie.

3. Ik voel me betrokken bij mijn organisatie.

4. Ik heb het gevoel dat mijn organisatie de moeite waard is om bij te horen.

5. Ik voel me er goed over dat ik bij mijn organisatie hoor.

3. Vragen over jouw gedrag op social media

Hoe waarschijnlijk zou het zijn dat je een van de volgende acties onderneemt op je persoonlijke Facebook profiel? Selecteer een antwoord dat het beste bij jou past op een schaal van 1 (helemaal mee oneens) tot 7 (helemaal mee eens).

1. Ik deel positieve nieuwsberichten van mijn organisatie

2. Ik deel positieve berichten in de media over mijn organisatie

3. Ik zeg positieve dingen over mijn organisatie

4. Ik beveel de producten of diensten van mijn organisatie aan

5. Ik vind een post van mijn organisatie leuk

6. Ik deel een bericht van mijn organisatie

7. Ik plaats een bericht over mijn organisatie

Je bent er bijna! Om deze vragenlijst af te ronden wil ik je nog wat demografische vragen stellen.

4. Demografische vragen

1. Hoe zou je jouw geslacht definiëren? (Vrouw /man/overig of deel ik liever niet)

2. Hoe oud ben je? (Open antwoord)

3. Heb je een Facebook account? (Ja/nee)

4. Hoe vaak gebruik je Facebook? (Dagelijks/4-6 keer per week/2-3 keer per week/1 keer per week/ Minder dan 1 keer per week)

5. Hoeveel jaar heb je gewerkt bij je huidige organisatie?

6. Wat voor contract heb je bij je huidige organisatie? (Vast/Tijdelijk/ZZP of freelance/Overig, namelijk.../Zeg ik liever niet)

7. Wil je meedoen aan de winactie en kans maken op een DUDOK taart? (Ja, mijn e-mailadres is.../Nee bedankt)

Enorm bedankt voor je deelname aan dit onderzoek! Als je vragen of suggesties hebt, kun je deze hieronder vermelden. Als je klaar bent kun je op het pijltje klikken zodat jouw antwoorden worden verzonden. Hierna kun je het tabblad sluiten. (Open antwoord)

Appendix C: invitation email to employees (Dutch)

Beste,

Hopelijk gaat het allemaal goed met jou en je gezondheid! Iedereen moet in deze tijden met Corona zijn of haar dagelijkse leven flink aanpassen, dus ik kan me voorstellen dat dit gekke tijden zijn. Ik wilde, desondanks deze roerige tijden, jouw hulp vragen (en die van je collega's).

Ik ben Suzanne en ik pak al een tijdje met plezier de marketing op van [organisatie]. Naast marketing bij Spredle ben ik ook bezig met mijn afstudeeronderzoek, wat gaat over het gedrag van mensen op social media. Hiermee wil ik eigenlijk onderzoeken hoe ik de allerbeste social media posts kan maken. En je raad het misschien al: hier wil ik graag jouw mening over weten!

❤
Zou je mij willen helpen door de volgende enquête in te vullen:
https://erasmusuniversity.eu.qualtrics.com/jfe/form/SV_2fyxWkmsRO0y4ol
❤

Omdat ik het super erg waardeer als je (5-10 minuten) de tijd wil nemen om mijn enquête in te vullen, verloot ik een echte DUDOK appeltaart onder de deelnemers.

Alvast heel erg bedankt voor je hulp!

Met vriendelijke groet,
Suzanne Zum Vörde Sive Vörding

Appendix D: invitation email to employees (English)

Dear,

Hopefully everything is going well for you and your health! Everyone has to adjust their daily life with Corona during these times, so I can imagine these are crazy times for you. Despite these turbulent times, I wanted to ask for your help (and the help of your colleagues).

My name is Suzanne and I have been enjoying doing the marketing for [organization] for a while now. Besides marketing at Spredle, I am also doing my master thesis research, which is about people's behavior on social media. With this I actually want to investigate how I can create the best social media posts. And you might already have guessed: I'd like to hear your opinion on it!

❤

Would you like to help me by completing the following survey:

https://erasmusuniversity.eu.qualtrics.com/jfe/form/SV_2fyxWkmsRO0y4ol

❤

Because I really appreciate it if you want to take the time (5-10 minutes) to complete my survey, you have the chance to win a real DUDOK apple pie.

Thank you very much in advance for your help!

Sincerely,
Suzanne Zum Vörde Sive Vörding

Appendix E: scales for CSR

A scale for economic CSR is composed of three items:
- We have been successful at maximizing our profits.
- We strive to lower our operating costs.
- Top management establishes long-term strategies for our business.

A scale for legal-ethical CSR is composed of six items:
- The managers of this organization try to comply with the law.

- Our company seeks to comply with all laws regulating hiring and employee benefits.

- Our contractual obligations are always honored.

- We are recognized as a trustworthy company.

- Our salespersons and employees are required to provide full and accurate information to all customers.

- Top managers monitor the potential negative impacts of our activities on our community.

A scale for philanthropic CSR is composed of three items:

- Our business encourages employees to join civic organizations that support our community.

- A program is in place to reduce the amount of energy and materials wasted in our business.

- Our business gives adequate contributions to charities.

Appendix F: scale for identification and eWOM

A scale for organizational identification is composed of five items:

- I feel a bond with my organization

- I feel solidarity with my organization

- I feel committed to my organization

- feel that it is worthwhile to belong to my organization

- I feel good about belonging to my organization

A scale for eWOM is composed of seven items:

- I share positive news messages from my organization on Facebook

- I share positive messages in the media about my organization on Facebook

- I say positive things about my organization on Facebook

- I recommend the products or services of my organization on Facebook

- I 'like' a post by my organization on Facebook

- I 'share' a post by my organization on Facebook

- I 'post' a message about my organization on Facebook

Appendix G: posts for experiment per SME

<u>BEKS Systems</u>

1. Economic-legal post:

In tijden van het Coronavirus proberen we op de meest veilige manier ons bedrijf financieel gezond te houden 💪💪. Een aantal zaken waarmee we ons bezig houden zijn:

- Superkritisch zijn naar kosten.
- Goed kijken naar wat de overheid voor mogelijkheden biedt.
- Met leveranciers en klanten in overleg gaan.

Heeft u vragen over onze diensten in Corona-tijd? Neem gerust contact met ons op.

2. Ethical-philanthropic post

Ook bij BEKS hebben we te maken met het Coronavirus. Op dit moment is onze primaire zorg de gezondheid en veiligheid van onze mensen 👷🔧✔️ :

- We hebben ruimte in de kantine aan tafel gemaakt zodat de 1,5 meter regel goed uitgevoerd kan worden.
- Geen bezoek meer (zowel intern als extern).
- In ontvangst nemen van voertuigen gebeurt buiten en op veilige afstand.

Heeft u vragen over onze diensten in Corona-tijd? Neem gerust contact met ons op.

3. Non-CSR post:

BEKS-for-Vans

"In mijn auto kun je niet rechtop staan, dus voor mij geen wandrekken meer. **Met BEKS Systems heb ik veel meer overzicht en ruimte.** "

BEKS FOR VANS 🚐| Voor professionele gebruikers die vanuit het "service" oogpunt onderweg zijn en daarvoor bepaalde onderdelen en/of gereedschappen bij zich hebben.

- Met ons ladesysteem zorgt u voor een overzichtelijke laadruimte waarin u uw gereedschappen gemakkelijk kunt opbergen en kunt terugvinden.
- Werkt u graag efficiënt en prettig, zonder constant in en uit uw auto te hoeven klimmen? Ontdek op onze website het ideale, maatwerk ladesysteem van Beks
- Richt online jouw wagen in

Ga voor meer informatie naar de website of neem contact voor ons op voor vragen.

Bongers verhuizingen

1. Economic-legal post:

We zijn een aantal weken verder in de strijd tegen het Coronavirus. Bij Bongers hebben we gemerkt dat we als verhuizer in Nederland gelukkig redelijk normaal ons werk kunnen doen. Wel houden we ons aan een aantal voorzorgsmaatregelen:

- We houden gepaste afstand: 👉 1,5 meter 👈. En waar nodig ontsmetten we en hebben we beschermende mondkapjes en handschoenen (momenteel vooral in Duitsland, Zwitserland en Italië).
- We vragen aan onze klanten een bevestiging dat iedereen gezond is voorafgaand aan de verhuizing.

Bongers denkt graag met u mee. Heeft u vragen over verhuizen in Corona-tijd? Neem gerust contact met ons op.

2. Ethical-philanthropic post

We proberen rekening te houden met iedereen zijn persoonlijke situatie in tijden van het Coronavirus.

- Zo verhuizen we bijvoorbeeld wel senioren, maar kijken we per geval wat de meest prettige manier van werken is: komen we bij u binnen of brengen we liever de spullen tot aan de voordeur? 📦

- We hebben daarnaast ook een scherpe aanbieding voor internationale studenten die hun kamer willen opzeggen maar niet naar Nederland kunnen komen. 📦

Bongers denkt graag met u mee. Heeft u vragen over verhuizen in Corona-tijd? Neem gerust contact met ons op.

3. Non-CSR post

🇳🇱 Nederland is een topland:

- voorzieningen dichtbij
- iedereen spreekt Engels.

Wel moet u mogelijk wennen aan de cultuur: Nederlanders zijn heel direct en zeggen wat ze denken!

Wel zo duidelijk.

Heurkens & van Veluw, part of Dumaco

1. Economic-legal post:

"Gelukkig hebben wij nog genoeg werk te verzetten."

Corona-update📣: we vroegen Jorg Blankers naar zijn kijk op het Coronavirus en de uitwerking hiervan op de werkvloer.

"In onze vestiging in Oss werken wij in een ploegendienst, waarmee we ook de 1,5 meter maatregel kunnen waar maken. Gelukkig hebben wij nog genoeg werk te verzetten en wordt er ook op zaterdag nog volop overgewerkt."

Indien u vragen heeft over onze diensten, neem gerust contact met ons op.

2. Ethical-philanthropic post:

Team Dumaco Oss: **enorm bedankt voor jullie inzet!**

We zijn enorm trots 💪 op onze medewerkers in deze bijzondere tijd.

In Oss werken wij in ploegendienst, en daar maken momenteel meerdere collega's gebruik van. Vooral collega's die thuis jonge kinderen hebben, en dus knijp komen te zitten met de opvang van hun kinderen. Er wordt nu dus in Oss gewerkt van 06.00-00.00 uur en de gehele zaterdag. Zodoende kan iedereen zijn uren gewoon maken en hoeven ze geen verplicht verlof op te nemen.

Team Dumaco Oss: enorm bedankt voor jullie inzet! Hopelijk komen we snel weer in normaler vaarwater terecht. Samen slaan we ons wel door deze tijd heen. Ga zo door!

3. Non-CSR post:

Dumaco Oss (voorheen Heurkens & van Veluw) wil fungeren als one-stop-shop. Daarom streven we ernaar gespecialiseerd te zijn in zoveel mogelijk plaatbewerkingstechnieken 👌💪. Benieuwd naar voorbeelden en hoe wij dat willen realiseren? Dat leest u in ons blog😉: https://buff.ly/2VM0NY9

Ortho Innovatief

1. Economic-legal post:

Wij hebben jullie gemist.🖤

Corona heeft gezorgd voor een flinke achterstand op het aanmeten van complexe zithulpmiddelen, zitorthesen en maatwerk aanpassingen. Samen met onze medewerkers hebben we een flexibel plan gemaakt om met een protocol en beschermende middelen de schouders eronder te zetten.

We zijn er klaar voor, maak alvast je afspraak en reserveer alvast ruimte in onze agenda's.

- Teckel Teun

2. Ethical-philanthropic post:

Bedankt iedereen van en rondom Ortho Innovatief! Het zijn bijzondere tijden met het coronavirus. Deze situatie vraagt om vergaande flexibiliteit, het klinkt misschien raar maar dat zit in ons DNA: We pakken de komende tijd stevig door en gaan weer hard aan de slag om mooie dingen te maken.

Kunnen we jou ook ergens mee helpen? Stel je vraag aan ons of aan Teckel Teun! We helpen je graag.❤

3. Non-CSR post:

Ons team bestaat uit mensen, een robot en een hond 🐶. De robot en de mensen zorgen samen voor een kwalitatief totaalproduct. De hond, Teckel Teun, is onze mascotte. Gemaakt van restmateriaal en liefdevol in elkaar gezet door een vast dagbestedingsteam. Bij Ortho Innovatief komt alles samen met als doel: iedereen winst. We geloven in een wereld waarin dat mogelijk is.

PMC Katwijk Rijnsburg

1. Economic-legal post:

We zijn weer open! Hier zijn een aantal tips om veilig naar de fysiotherapeut te kunnen gaan:

- 1,5 meter afstand tot andere patiënten

- We schudden geen handen

- Neem graag je eigen handdoek mee

2. Ethical-philanthropic post:

We willen alle medewerkers van PMC Katwijk Rijnsburg enorm bedanken voor hun inzet! Hierbij een aantal foto's van de afgelopen tijd:

- videoconsults

- ingepakt en wel gingen we aan de slag: ook de kinderfysio moest eraan geloven

- begeleiding na het Coronavirus

Bedankt allemaal! En nu weer op pad naar hopelijk betere tijden.

3. Non-CSR post:

Bent u besmet geweest met het coronavirus en heeft u daar klachten aan over gehouden? Pak dankzij de begeleiding van onze fysiotherapeut uw dagelijkse bezigheden weer zo goed mogelijk op! We geven u advies en voorlichting op het gebied van belasting en belastbaarheid. Daarnaast oefenen we ook op de juiste ademhaling. Klik voor meer informatie: https://buff.ly/3buPgmU

UniWarm

1. Economic-legal post:

Hoe gaat UniWarm om met de maatregelen van het RIVM en de overheid met betrekking tot Corona? We vroegen het aan Peter Riethorst.

"We hebben nu strepen op de vloer staan bij werkplekken zodat collega's en klanten op afstand blijven. 👉 1,5 meter 👈. Dit werkt goed!"

Heeft u vragen over onze diensten in tijden van Corona? Neem gerust contact met ons op.

2. Ethical-philanthropic post:

📣Corona-update:

Bij iedere bestelling van UniWarm geven wij een gratis Big Wipes doekje mee. Deze is 99% antibacterieel, zodat onze klanten hiermee iets veiliger kunnen werken. Maak bijvoorbeeld snel uw handen, gereedschap en oppervlakken schoon.

Heeft u vragen over onze diensten in tijden van Corona? Neem gerust contact met ons op.

3. Non-CSR post:

PRODUCT UITGELICHT🌟: afbouwplaat voor de badkamer voorzien van wandverwarming. Voor het (ver)bouwen van een badkamer hebben wij ook een ideaal verwarmingssysteem. Dit bestaat uit een waterdichte, lichtgewichte isolatieplaat, gemaakt van XPS. U kunt de leidingen hier gemakkelijk op monteren.

Quality

1. Economic-legal post:

We moeten 1,5 meter afstand houden en grote groepen vermijden. Daarom werkt team Quality vanuit huis! 🏠

Thuiswerken brengt uitdagingen met zich mee, ook op het gebied van veiligheid en regelgeving. Is het op dit moment goed en veilig geregeld binnen jouw organisatie? Quality geeft graag advies en denkt met je mee: we hebben de kennis en kunde in huis (of in ieder geval thuis;)). We kunnen eventueel ook nog ondersteunen met mankracht.

2. Ethical-philanthropic post:

In tijden van Corona en thuiswerken proberen we extra hard om intern goed contact met elkaar te houden 👋.

Het delen van kennis staat namelijk hoog bij ons in het vaandel.

Aan de hand van nieuwsbrieven met interessante stukken en leuke nieuwtjes houden we elkaar op de hoogte.

3. Non-CSR post:

Afgelopen weekend verraste we Team Quality met een Paaspakketje!🐥🐰🐥🐰

Christiaan Lifestyle Salon & Spa

1. Economic-legal post:

WE ZIJN WEER
OPEN!

YESSS WE ZIJN WEER OPEN!💖 Hier zijn een aantal tips om veilig naar de salon te gaan, en de regelgeving die we hierbij moeten volgen:

- Maak van tevoren een afspraak

- Kom in je eentje naar de salon

- We vragen je van tevoren of je coronaklachten hebt.

Bel (010 - 436 42 10) of mail (info@christiaanlifestylesalon.nl) je ons voor een nieuwe afspraak? Het is wel een beetje druk 😅, maar we proberen alles zo snel en goed mogelijk in te plannen.

2. Ethical-philanthropic post:

We willen alle medewerkers van Christiaan en al onze klanten enorm bedanken voor de flexibiliteit en steun van de afgelopen periode! Wat was het een gekke tijd, maar hopelijk gaan we nu de goede kant op. WE ZIEN JULLIE SNEL! 💖🙋‍♀️

3. Non-CSR post:
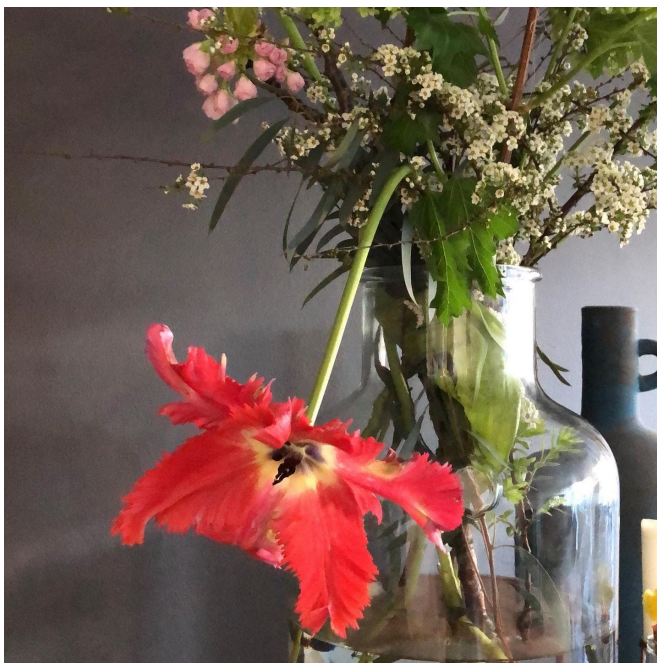
F I J N E 💓 M O E D E R D A G #moederdag #avedanl #comfortzone_nl #ghd #cnd #liefde #haar #zondag #christiaanlifestylesalon #hairskinbodynailsmakeup #nieuwebinnenwegrotterdam

IN- 'N OUTDOOR

1. Economic-legal post:

''**Gelukkig hebben we grote showrooms**, waardoor we de 1,5 meter maatregel goed kunnen naleven''

Hoe gaat IN- 'N OUTDOOR om met de Corona maatregelen?

Gelukkig hebben we mooie grote showrooms met prachtige producten in ware grootte, waardoor we de 1,5 meter maatregel goed kunnen naleven❤.

U bent dus van harte welkom in onze showrooms☀.

Heeft u vragen? Neem gerust contact met ons op📞.

2. Ethical-philanthropic post:

We kunnen ons voorstellen dat u graag een kijkje 👀 wilt nemen in een van onze showrooms. We zijn gewoon open en volgen de Corona-maatregelen op de voet.

Als u echter liever zeker bent van weinig mensen in de showroom kunt u gebruik maken van onze 1-op-1 shopping 💁‍♀️.

Bel ons om een afspraak te maken 📞.

Heeft u vragen? Neem gerust contact met ons op.

3. Non-CSR post:

Stel... u mag kiezen. Waar bent u in de zomer het meest te vinden😎? In het verkoelende zwembad💦 of onder een terrasoverkapping in de schaduw? https://buff.ly/2lty7Sc

Appendix H: example of engagement on Facebook