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UNIVERSITY OF VAASA

Busch Kontola Siiri

Corporate Social Responsibility as a source of employee contentment

Case: Wärtsilä Finland Oy

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Author:	Busch Kontola Siiri
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Supervisor:	Jukka Partanen
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ABSTRACT :

Corporate social responsibility (CSR) has been a popular topic among scholars and organizations. Although relationship between CSR and employee satisfaction has been detected, this study aims to reveal how this relationship actualizes. Purpose of this study is to examine how different types of employees perceive corporate social responsibility and its dimensions. Based on earlier literature these dimensions are stakeholder, social, environmental, economic, legal and voluntariness. Study focuses on different employee types which are millennial white collar, millennial blue collar, gen X white collar and gen X blue collar. The research is conducted as a qualitative case study based on case company Wärtsilä Finland Oy. Study utilizes qualitative research method to reveal underlying CSR comprehension and difference between different employee types. The empirical study is conducted for the four employee types and each research group consists of one interviewee employed by the case company Wärtsilä Finland Oy.

The findings suggest a correlation between corporate social responsibility and overall employee job satisfaction, however suggesting that open and transparent internal communication is seen as a precondition for employees to comprehend CSR initiatives fully. Millennial white-collar interviewee expressed the highest awareness of CSR and had the highest ethical standards for their employer. Otherwise, research interviewees demonstrated a steady understanding of CSR dimensions, however all interviewees highlighted that internal corporate culture and communication is lacking. Findings suggest that open, transparent and engaging communication between company and its employees is seen as a precondition to gain full benefits from corporate social responsibility strategy and ensure employees are aware of different various CSR dimensions and initiatives.

TIIVISTELMÄ:

Yritysvastuu tai vaihtoehtoisesti yritysten yhteiskuntavastuu on suosittu aihe tutkijoiden ja organisaatioiden keskuudessa. Vaikka yritysvastuun ja työntekijä tyytyväisyyden välillä on havaittu yhteys, tämän tutkimuksen tarkoituksena on paljastaa, miten tämä yhteys toteutuu tapauskohtaisesti. Tämän tutkimuksen tarkoituksena on tutkia, miten erilaiset työntekijät kokevat yritysten yhteiskuntavastuun ja sen eri ulottuvuudet. Aiemman kirjallisuuden perusteella nämä ulottuvuudet ovat sidosryhmä-, yhteiskunta, ympäristö-, taloudellinen, oikeudellinen ja vapaaehtoisuus. Tutkimus keskittyy erilaisiin työntekijätyyppeihin, joita ovat milleniaali toimihenkilö/white collar, milleniaali asentaja/blue collar, sukupolven X toimihenkilö/white collar ja sukupolven X asentaja/blue collar. Tutkimus on tehty laadullisena tapaus tutkimuksena yhtiön Wärtsilä Finland Oy pohjalta. Tutkimus hyödyntää laadullista tutkimusmenetelmää, joka pyrkii paljastamaan miten eri työntekijät ymmärtävät

yhteiskuntavastuun. Tapaustutkimus tehdään neljälle työntekijätyypille ja jokaisessa tutkimusryhmässä on yksi haastateltava Wärtsilä Finland Oy:n palveluksessa.

Tulokset viittaavat yhteyteen yhteiskuntavastuun ja työntekijöiden yleisen tyytyväisyyden välillä, mutta viittaavat kuitenkin siihen, että avoin ja läpinäkyvä sisäinen viestintä on välttämätöntä, jotta työntekijät ymmärtävät eri yhteiskuntavastuu aloitteet niin kuin ne on tarkoitettu. Milleniaali toimihenkilö haastateltava ilmaisi korkeimman tietoisuuden yhteiskuntavastuusta ja hänellä oli korkeimmat eettiset vaatimukset työnantajaansa kohtaan. Muutoin tutkimushaastateltavat osoittivat melko vakaata ymmärrystä yhteiskuntavastuun eri ulottuvuuksista, mutta kaikki haastateltavat korostivat sisäisen yrityskulttuurin ja -viestinnän tärkeyttä. Havainnot viittaavat siihen, että avoin, läpinäkyvä ja mukaansatempaava viestintä yrityksen ja sen työntekijöiden välillä nähdään edellytyksenä sille, että yrityksen yhteiskuntavastuustrategiasta saadaan täysi hyöty ja työntekijät ovat tietoisia erilaisista yhteiskuntavastuun ulottuvuuksista ja aloitteista.

Contents

1	Introduction	7
1.1	Purpose of the thesis & Research questions	8
1.2	Scope of the thesis	10
1.3	Structure of the thesis	10
2	Theoretical backgrounds	12
2.1	Corporate social responsibility definition	12
2.2	History of Corporate Social Responsibility	13
2.3	Corporate social responsibility theories	14
2.3.1	Stakeholder theory	14
2.3.2	Shareholder Theory	17
2.3.3	CSR Pyramid	17
2.4	ESG, Environment - Social - Governance	19
2.5	Employee satisfaction	21
2.6	Relationship between employee satisfaction and CSR	22
2.7	Theoretical framework	25
3	Research Methodology	30
3.1	Research approach	30
3.2	Data collection	30
3.3	Data analysis	31
4	Empirical Research	32
4.1	Case company – Wärtsilä Finland Oy	32
4.2	Research groups	35
5	Research Findings	36
5.1	Millennial white-collar interview findings	36
5.2	Gen X white collar interview findings	40
5.3	Millennial blue collar interview findings	45
5.4	Gen X blue collar interview findings	50
6	Discussion	54

6.1	Theoretical contributions	54
6.2	Managerial implications	58
6.3	Limitations & Future research	59
	References	60
	Appendices	64
	Appendix 1. Interview questions	64

Figures

Figure 1. Stakeholder theory (Freeman 1984, Jones 2015)	16
Figure 2. CSR Pyramid (Carroll, 1991)	18
Figure 3. Relationship between Sustainability, CSR and ESG (Kazmierczak, 2022)	20
Figure 4. Theoretical framework	29
Figure 5. The Wäertsilä Way (Wäertsilä, 2024)	33
Figure 6. Wäertsilä`s Strategic Priorities (Wäertsilä, 2024)	34
Figure 7. Revised theoretical framework of millennial white-collar interview	40
Figure 8. Revised theoretical framework of gen X white collar interview	45
Figure 9. Revised theoretical framework of millennial blue-collar interview	49
Figure 10. Revised theoretical framework of gen X blue collar interview	53

Abbreviations

CSR	Corporate Social Responsibility
ESG	Environment, Social, Governance
HR	Human Resources
HRM	Human Resource Management

1 Introduction

In today's competitive business environment, companies are increasingly expected to contribute positively to society, not just their bottom line. Therefore, corporate social responsibility (CSR) has been studied frequently due to rising importance and interest from academics for decades as well as from businesses. Corporate social responsibility can be defined as "the responsibility of enterprises for their impacts on society" (European Commission, 2011). Especially businesses have focused on the importance of CSR and how to utilize it effectively in accordance with their strategy to create long-term value. While the awareness of CSR is growing and constantly evolving, still some vagueness in the field exists. One reason for this could be that definition of CSR is not settled.

Tamm, Eamets & Motsmees (2010) confirmed in their research that link between CSR and job satisfaction exists, as businesses that are more engaged in socially responsible activities towards both internal and external stakeholders tend to have more satisfied employees. While CSR and CSR strategy as an integrated part of corporate strategy has been a popular focus, there is still some room for more research regarding how company's CSR dimensions and initiatives impact and are perceived by employees. Particularly, how these dimensions impact employee satisfaction. This thesis focuses on the relationship between corporate social responsibility and employee job satisfaction, focusing on case company Wärtsilä Finland Oy.

Wheeler & Sillanpää (1997) argues that long-term business value lies heavily on its employees, which constitutes the one main stakeholder group businesses are responsible for. Stakeholder theory by Freeman (1983) explicates that businesses are responsible for all stakeholder groups involved with the business and they should create value for all these groups as much as possible. Freeman & Mcvea (2001) further explicates on stakeholder theory that businesses should implement such processes that satisfy all and only those stakeholder groups that have stake in the business.

CSR can be broadly divided into different dimensions which are stakeholder, social, economic, voluntariness and environmental dimensions (Dahlsrud 2006), while Arsić, Stojanović & Mihajlović (2017) considers social, environmental and economic dimensions as main dimensions and voluntariness and stakeholder newer aspects. European commission (2011) states that companies should consider social, environmental and economic aspects when improving their CSR activities. When considering the impact of employees have on businesses corporate social responsibility strategy and vice versa, it is important to learn further how these CSR measures are affecting the employees and does these perceptions change with age and job type/description.

Businesses motivation for CSR can be both intrinsic and extrinsic (Graafland, Mazereeuw-Van Der Duijin Schouten 2012). The extrinsic motivation for CSR is to gain financial advantage, as utilizing CSR strategy might improve business reputation and businesses can differentiate themselves from competitors and investing in R&D (Graafland et al. 2012). These measures can affect business economics indirectly, as good reputation can increase customer and employee loyalty. Intrinsic motivation for CSR is moral obligation to do it such as different ethical principles but also it includes altruistic motivation.

1.1 Purpose of the thesis & Research questions

Purpose of this thesis is to investigate employee perceptions of CSR measures and have an overview does these perceptions change based on age and job types, meaning blue collars and white collars. Qualitative research is conducted in Wärtsilä Finland Oy. Thesis aim to examine the relationship between corporate social responsibility (CSR) and employee satisfaction in the case company. This study will contribute to previous research in the same field, as there is still some uncertainty with previous research conclusion of the relationship between CSR and employee contentment and supporting material is called for (Remes 2019, Mäkinen 2022).

Mäkinen (2022) studied employee perception of CSR initiatives between different countries in one international company and they state that: “Finns are more concerned with equality, responsible consumption, and climate change whereas employees in the CEE countries highlight the importance of human resources development and career opportunities, wellbeing, and educations”.

Remes (2019) studied CSR as a source for employee engagement among millennials and found that for some parts corporate sustainability was a positive factor for level of employee engagement. Remes (2019) identified four sources of positive engagement, such as personal value alignment, bringing more meaningfulness to work, organizational pride and sense of safety. The research discovered that leadership support was also called for and that employee wellbeing and workplace treatment was recognized to be precondition for any sustainability initiatives to have impact. (Remes, 2019, p.75). For future research Remes (2019) suggests single company qualitative research that would allow a closer assessment on the impact of personal characteristics.

This thesis will also contribute to the literature in few different ways. When considering the underlying theories, such as stakeholder theory, which signifies that businesses success and failures are reliant stakeholders (Freeman, 1983), therefore having more empirical research data can support the theory, as employees being one of the most important stakeholder groups, it is important that businesses keep them content. Especially now as younger generations seek new job opportunities more frequently than older generations (Vemparala, 2023). Which also suggest that younger generations want to be a part of something bigger and they will stick around if the culture is right.

The following question has been determined as research questions for this study and to which this master thesis and empirical research tries to find an acceptable response and conclusion by conducting qualitative empirical research in the case company.

1. *How different types of employees perceive CRS dimension within stakeholder, social, economic, legal, voluntariness and environmental dimensions?*

1.2 Scope of the thesis

The relationship between CSR dimensions and employee job satisfaction is investigated in an empirical study by utilizing qualitative research method. Research is conducted in a case company Wärtsilä Finland Oy. Qualitative interview is done for four different research groups and each research group represents different age and job type. All research group consist of one interviewee that have been employed by Wärtsilä Finland Oy by minimum of five years. These research groups are called millennial white collar, millennial blue collar, generation X (gen X) white collar and generation X (gen X) blue collar. Millennials are born between 1981 – 1996, while generation X are born between 1965 – 1980 (Beresford Research, 2024). Afterwards these results are analysed, and conclusion of how these research groups perceive CSR dimensions and how those reflect in the case company.

1.3 Structure of the thesis

Thesis is divided into six chapters, which are introduction, theoretical backgrounds, research methodology, empirical research, research findings and lastly discussion including conclusion, managerial implications, research limitations and future research suggestions. Introduction gives a brief overview and aim of this master thesis. Theoretical backgrounds chapter dives into what theories are in corporate social responsibility and employee satisfaction, the chapter is divided into subchapters based on fundamental theories. Research methodology lays the groundwork for the empirical study and introduces the case company in more detail. Empirical research chapter is reserved for the qualitative research conducted in the case company Wärtsilä Finland Oy. Findings of the empirical research are presented in the empirical research chapter. Finally, the discussion chapter showcases in which way the findings are connected to CSR and employee

contentment theories. Finally, managerial implications, limitations and lastly further research possibilities are suggested.

2 Theoretical backgrounds

This chapter of the thesis presents the most common theories within corporate social responsibility as well as within employee satisfaction. First this chapter presents the theories of CSR that lay the foundation for this master thesis. The chapter continues to present the employee satisfaction theories. Additionally, a brief overview on Environmental, Social and Governance (ESG) is also investigated as its popularity among companies has increased due to sustainability reporting standards that have occurred, therefore companies are expanding their focus from CSR also to ESG. Lastly a theoretical framework combining these theories is presented.

2.1 Corporate social responsibility definition

First, it is important to acknowledge the definition of corporate social responsibility. Although there are multiple definitions existing in the field, research made by Dahlsrud (2006) tried to bring consensus what is the definition of CSR by investigating 37 different definitions and discovered that the most popular definition is by the European Commission: "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis." (Commission of the European Communities, 2001). Yet this definition by the European Commission has been updated since. Dahlsrud (2006) further explains that according to these 37 definitions, CSR can be divided into five different dimensions, these include stakeholder, social, economic, voluntariness and environmental dimensions (Dahlsrud, 2006). However, Arsić et al. (2017) found in their literature review that the main dimensions of CSR are social, environmental and economic dimensions, and that voluntariness and stakeholder dimensions are newer dimensions of CSR.

The current definition for CSR by the European Commission is "the responsibility of enterprises for their impacts on society" (European Commission, 2011). The current definition of CSR by the European Commission has dropped the voluntary term but emphasizes that companies are responsible for their own CSR strategy that is suitable for them and the

industry, however European Commission suggests that companies could consider social, environmental, ethical, consumer, human rights and legal aspects (2011). Carroll (1991) states that for over 30 years academics have been trying to find a suitable definition for CSR that everyone could agree on. Even after 60 years there is not one acceptable and suitable definition for CSR. As CSR is still constantly evolving, therefore also being a popular topic for research which can be one contributing factor of why so many definitions exist.

While we have learned previously the broad definition of CSR that underlines six different aspects of CSR: social, environmental, ethical, consumer, human rights and legal (European Commission, 2011). Traditionally CSR has been divided into four different a bit broader categories or responsibilities which are economic, legal, ethical and philanthropic. These categories form the well-known CSR pyramid created by Archie Carroll (1991).

2.2 History of Corporate Social Responsibility

Social responsibilities of businesses have started decades ago. In the mid 1800`s there was a growing concern in employment practices such as human well-being and working conditions of labour. The consensus back then was that businesses were contributing to social problems such as poverty. Therefore, instead of contributing to social issues, socially responsible performance became a focus.

The modern history of corporate social responsibility can be traced down to the 1950s, when Howard Bowen published his book "Social Responsibilities of the Businessman", which laid the groundwork for modern CSR although mainly focusing on what concerns businessman need to consider when making business decisions and encourages businessmen to consider socially accepted values when making decisions. Bowen`s definition of social responsibility is *"it refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society"* (Bowen 1953, 6).

After Bowen's book publication various research among CSR started to emerge. One debated publication was made by Friedman in 1970 as he argued that "There is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits." Friedman's theory that businesses are only responsible to increase profits is referred as a shareholder theory. Friedman's (1970) publication cultivated even further interest in the academic field. Carroll (1979) states that one contributing factor for CSR being so popular research topic back then was that CSR lacked consensus of definition. In Carroll's article (1979) he lays the groundwork for his later invention of CSR pyramid, by presenting and summarizing different CSR theories and definitions that have been invented thus far.

2.3 Corporate social responsibility theories

This chapter contributes to this master thesis by presenting some of the most prominent theories among the field, which helps to understand the relationship between CSR and employee satisfaction. Even though some of these theories have been invented years ago, they are still broadly recognized in the academic field as well as by businesses. This chapter presents theories such as stakeholder theory, shareholder theory and CSR pyramid. These three CSR theories are the baseline for understanding what CSR is, how companies might apprehend it and how CSR might affect the employees.

2.3.1 Stakeholder theory

Stakeholder theory was introduced to the public by Freeman (1983) that underlines that businesses are responsible for all stakeholder groups involved with the business and they should create value for all these groups as much as possible. Businesses have multiple stakeholder groups such as employees, investors, government agencies and customers. A thorough understanding of stakeholders and what is their stake and power on the business is crucial and there are even times when these stakeholders need to be included in the decision-making process (Freeman, 1983, 95). One central view of Wheeler et al.

(1997) is to engage stakeholders in the decision-making process which is crucial for understanding both their needs and expectations. This creates atmosphere of trust and collaboration.

Freeman proposes two definitions of stakeholders: a wide sense and narrow sense. A wide sense of stakeholders is any group or individual who is affected by business decisions and objectives or can affect business meeting those objectives. Internal stakeholders in wide sense are for example employees and managers, while external wide sense of stakeholders is for example customers, suppliers, investors, government agencies and activist. This wider view of stakeholders is an inclusive view including various stakeholder groups and businesses operate within a wider social, economic, and environmental framework. Narrow sense of stakeholders is any group or individual the most affected by the organisation's policies. Within the narrow sense of stakeholders include employees, customers, key government agencies and shareholders (Freeman 1983).

Freeman (1984) recognizes the following as main groups of stakeholders: employees, customers, competitors, government, shareholders, suppliers and civil society, which include for example local communities and non-government organizations among others. These stakeholder groups can be visualised the below picture. Freeman's stakeholder theory further underlines that for businesses to formulate strategies they need to always consider the wide sense of stakeholders, including both friendly and hostile interest groups.

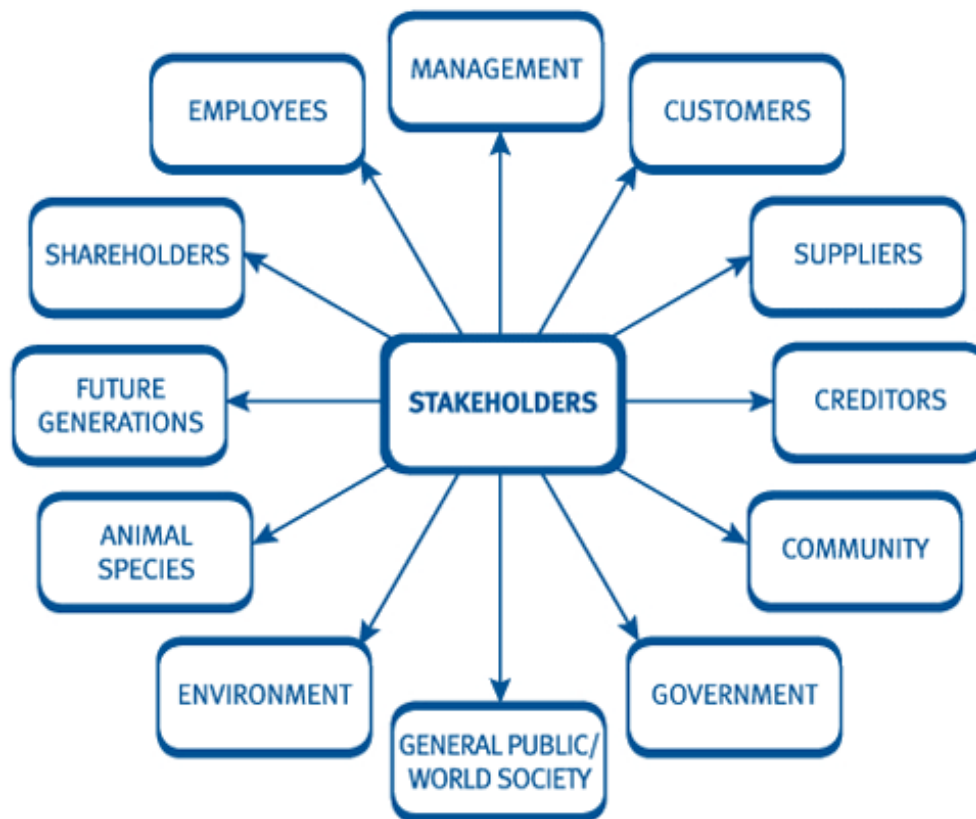


Figure 1 Stakeholder theory (Freeman 1984, Jones 2015)

2.3.1.1 Employees as stakeholders

As Freeman (1983) has concluded employees are one of the main stakeholder groups businesses have. Chevron Texaco concluded the following about their employees “employees are vital stakeholders who are critical to help companies meet their obligations to investors, partners, customers and governments” (ChevronTexaco, 2003; Greenwood and Anderson, 2009). From the organisation’s perspective, employees have significant influence on the firm and as such have high power relative to other stakeholders (Mitchell, Agle, and Wood 1998; Greenwood and Anderson, 2009). Hence, both the business and its employees are dependent of each other’s performance. Wheeler et al. (1997) concludes that long-term business value is heavily dependent on employee commitment,

knowledge and ability, while the relationship with investors, customers and other stakeholder groups should be valued simultaneously.

2.3.2 Shareholder Theory

Shareholder theory was introduced by economist Milton Friedman in 1970, in his theory he signifies that businesses sole purpose is to maximize profits and businesses only social responsibility is to increase profits, while only individuals can be socially responsible. The shareholder theory hasn't gone unnoticed and has received some criticism as well since it was published over 50 years ago.

According to shareholder view business executives and managers are only responsible towards the business owners or shareholders, and their usual goal is to increase profits, therefore businesses shouldn't engage in any CSR activities if not profitable as the money should be allocated towards more profitable activities/projects. Friedman summarizes his theory in following way *"there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud."* (1970). Friedman's shareholder theory emphasizes governmental responsibility to look after the society and businesses other stakeholders by applying tax, laws and regulations, which businesses comply with.

2.3.3 CSR Pyramid

Carroll introduced the pyramid of Corporate Social Responsibility in 1991, in which he categorizes four responsibilities of businesses. These responsibilities are economic, legal, ethical and philanthropic responsibility. Economic responsibility lays the foundation for rest of the corporate social responsibilities. Legal responsibility is the next layer in the pyramid, although legal responsibilities come alongside with economic responsibility. Ethical responsibility is the third layer of the pyramid and last layer of the pyramid is the

philanthropic activities. In the below figure the different responsibilities in the CSR pyramid is shown.

The Pyramid of Corporate Social Responsibility

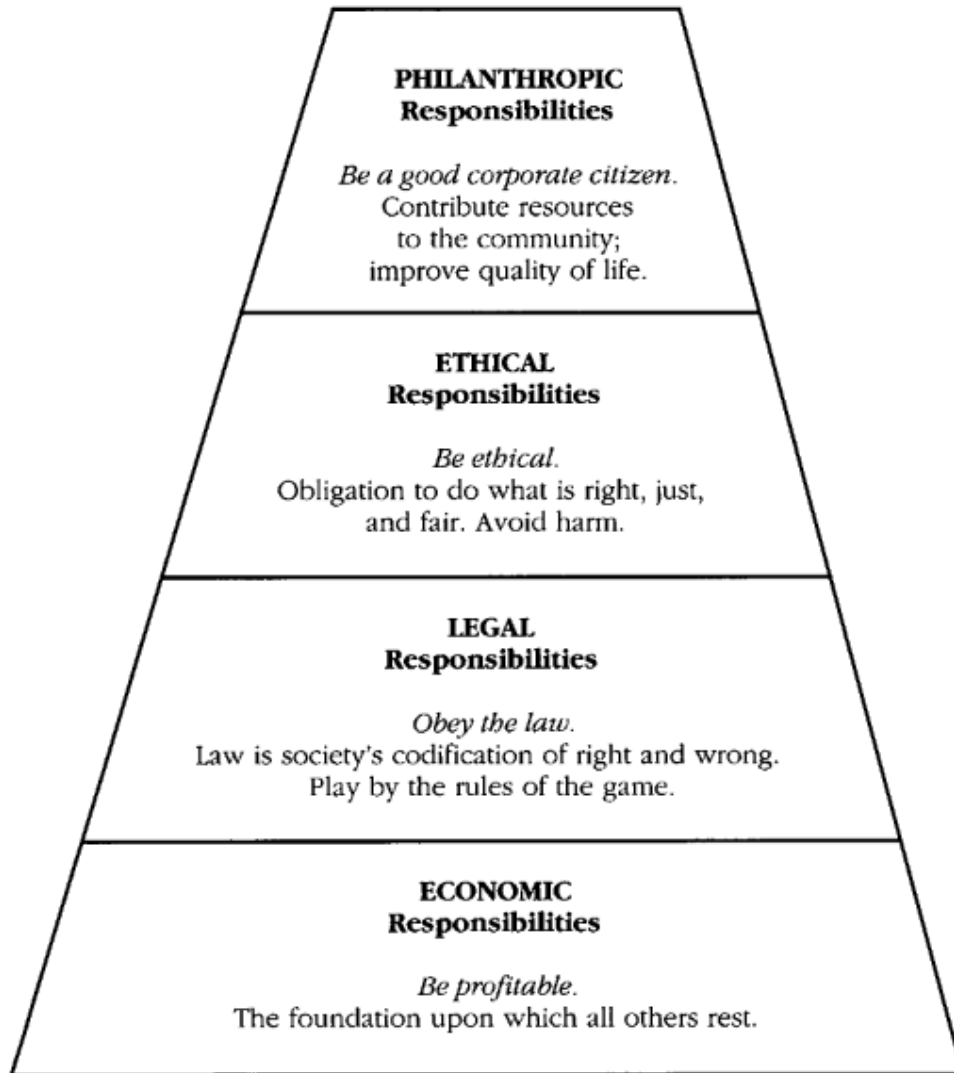


Figure 2 CSR Pyramid (Carroll, 1991)

Economic responsibility implies that businesses need to perform consistently to stay profitable and maximize earnings per share, while maintaining strong competitive position and high level of operating efficiency. Without being profitable rest of the corporate social responsibility measures comes redundant. Legal responsibility signifies that businesses need operate consistently with government and legal expectations, while obeying

laws and regulations affecting them, while providing goods and services that meet the legal requirements.

Ethical responsibility is the third layer of the pyramid which reflects the society's expectations and that companies should act in a fair and respectful way, as ethical responsibility goes beyond legal compliance. Ethical responsibilities signify that businesses need to perform consistently with societies expectations and standards, while recognizing society's new or changing ethical standards. Additionally, businesses shouldn't compromise any ethical standards to achieve corporate goals. Ethical responsibilities can include evolving environmental movements or civil rights, which might later become a part of the legislation anyway.

As icing on the cake comes the philanthropic responsibilities which means that businesses should be a good corporate citizen by giving back to the society. Although philanthropic responsibilities are not as important than the rest three responsibilities as it is not expected in an ethical sense from the business (Carroll, 1991).

2.4 ESG, Environment - Social - Governance

Environmental, Social and Governance (ESG) is a complementary concept to CSR, and as businesses are shifting their focus towards ESG, it is worthwhile to include it in this master thesis. However, without CSR there would be no ESG (Lexology, 2021). Based on a literature review by Kazmierczak (2022) it is concluded that "CSR and ESG, apart from being complementary, can be combined not only to improve the strategic management of the organization, but also, in a broader context, to serve the good of both the local community and the whole society. CSR aims to make business responsible, while ESG aims to make it measurable".

Kazmierczak (2022) concludes that CSR is companies' internal policies and framework of sustainable plans and responsible cultural influence, while it is almost impossible for outsiders to measure these CSR actions neutrally. While ESG transfers these efforts and

actions into specific measurable and quantifiable numbers, for investors and consumers to further analyse company's philanthropic, social and internal practices. Implementing CSR actions is much more straight forward than ESG, as it requires measurable goals, data collection and reporting (Lexology, 2021). ESG will anyhow become an integral part of business strategy and business model. However, both CSR and ESG fall under the same sustainability umbrella, only their purpose is different as CSR leans towards quality and ESG towards quantity (Kazmierczak, 2022). Figure 3 further visualises this relationship between sustainability, CSR and ESG.

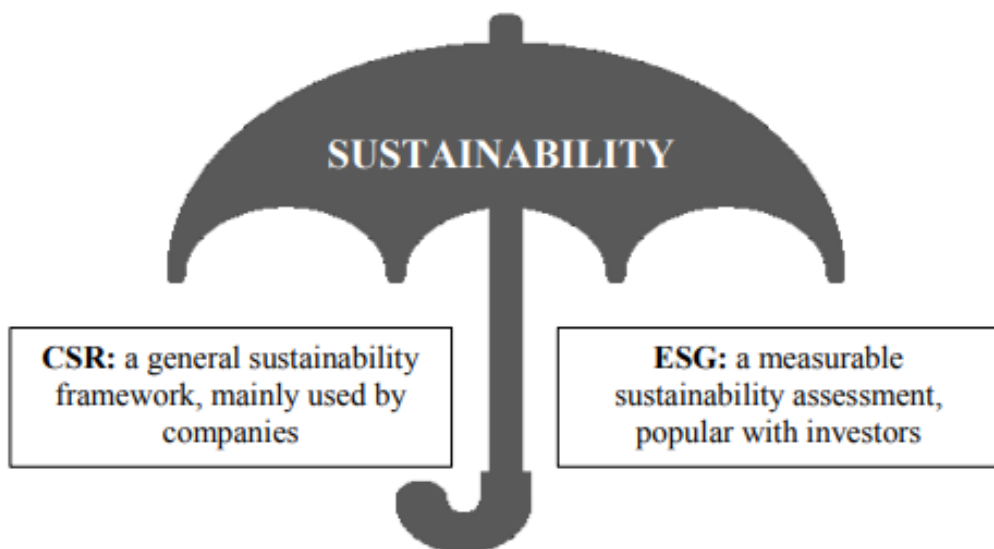


Figure 3 Relationship between Sustainability, CSR and ESG (Kazmierczak, 2022)

ESG has increased its popularity among companies as investors as well as consumers and other stakeholders are interested in businesses sustainable practices and their stance on socioeconomic factors (Yasar, 2024). Sustainable investing is not any longer considered a niche area but instead many investing companies are utilizing ESG strategies to further understand risks in companies, especially now as millennial investors are emerging (Lexology, 2021). Additionally, consumers are willing to pay more for sustainable products (Lexology, 2021). While CSR is not measurable and CSR reporting isn't standardized, therefore ESG tries to fill this gap and bring more consensus for stakeholders of businesses sustainability actions in a measurable way.

On the beginning of 2023 Corporate Sustainability Reporting Directive (CSRD) entered into force by EU, which means that companies need to apply the new rules for the first time in the 2024 financial year, for reports published in 2025. CSRD is an amendment to the Non-Financial Reporting Directive (NFRD) that came into force in 2016 (European Commission, 2014). CSRD directive modernises and strengthens the rules regarding social and environmental information that companies need to report (Corporate sustainability reporting, 2022). With CSRD also The European Sustainability Reporting Standards (ESRS) comes into force, which provides a framework for businesses to report on ESG topics. ESRS standards include twelve categories, from which two categories are mandatory for all businesses (European Commission, 2023). This rather new ESG regulations places more importance on company's CSR strategy and initiatives, as ESG standards makes CSR initiatives more visible and transparent to the public.

2.5 Employee satisfaction

Job satisfaction can be defined as: "how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997). According to Spector (1997) he recognizes that employee satisfaction is affected by multiple different elements. First factor is the work environment which refers to physical and social aspects of the workplace, including management practices, organizational culture, safety, flexibility, team dynamics, access to resources and communication. Second factor is job characteristics which refers to the nature of the work itself, including variety, autonomy, and opportunities for personal growth. Third factor is compensation and benefits which refers to fairness and competitiveness of salary, bonuses, and other benefits. Fourth factor is interpersonal relationships which refers to quality of relationships with colleagues and supervisors, including support and communication. Fifth factor is work-life balance which refers to the ability to manage work demands alongside personal life. Sixth factor is values and needs which refers to the alignment between individual values and job roles, as well as fulfilment of personal needs. Last factor is role clarity which refers to understanding one's job

responsibilities and expectations. All the factors collectively contribute how employees feel in their job and to overall job satisfaction.

Employee job contentment is a key matter when considering healthy work environment which can then improve commitment, loyalty, devotion and increase motivation and productivity of employees (Rahman, Rajab, Shaari, Panatik, Shah & Hamid, 2012). Rahman et al. (2012) further explains that job contentment is about person loving their job and finding accomplishment and fulfilment in it. Spector (1997) recognizes that employee satisfaction is important due to two main aspects. First is humanitarian perspective as employees deserves to be treated fairly. Second is utilitarian perspective as employees job satisfaction influences organizational functioning.

According to the Job Descriptive Index (JDI) developed in the 1969, which is a popular and widely utilized tool to measure job satisfaction. Job Descriptive Index (JDI) identifies five key dimensions of job satisfaction: Job satisfaction/work itself, which focuses on nature of the work and the tasks performed. Supervision satisfaction, which focuses on employee perception on managerial support, effectiveness and fairness. Pay Satisfaction as in satisfaction with salary and financial compensation. Promotion satisfaction as in satisfaction with opportunities for advancement and career growth. Coworker satisfaction, which refers to satisfaction with relationships and interactions with colleagues (JDI, 2024).

2.6 Relationship between employee satisfaction and CSR

Yassin & Backman (2024) concluded in their literature review based on 270 articles that relationship between CSR and employee outcome exists. Different CSR dimensions have different effects on employee outcomes, however generally CSR initiatives have a positive effect on employees, but also negative effects can occur (Yassin & Backman, 2024).

Jones & Lee (2018) in their research found a positive relationship with CSR initiatives and employee job satisfaction, as employees tend to feel more satisfied with their job when

their employer is engaging in CSR activities. One contributing factor is that employees trust increases when they believe businesses truly care about social responsibility which leads to higher job satisfaction (Jones & Lee, 2018). Tamm et al. (2010) also confirmed in their research that relationship between CSR and job satisfaction exists, as businesses that are more engaged in socially responsible activities have more satisfied employees.

Employee outcomes to CSR are significantly affected by their perceptions of fairness. If employees believe that CSR initiatives are fair, they are more likely to have positive attitudes toward the organization and whether the management is trustworthy and will they be treated as a legitimate member of the organization (Jones & Lee 2018). Understanding the various effects of CSR dimensions and actions have on employees is the key for businesses to design such CSR initiatives that enhance positive employee outcome. Balancing between internal and external stakeholder needs is crucial to avoid unfairness, breach of trust and cynicism among employees (Yassin & Backman, 2024).

Yassin & Backman (2024) concludes that to have favorable CSR perceptions businesses need to embed CSR action into their strategy and core business operations to guarantee uniform actions with stakeholder expectations (Yassin & Backman, 2024). Yassin & Backman (2024) elaborates further that the effects of CSR initiatives reach into human resource management, challenging the belief that remuneration is the only factor for employee motivation. By investing in CSR, organizations can improve their HR strategies, using these initiatives to inspire employees and attract talented personnel. Understanding where CSR has a positive impact on employee attitudes enables companies to customize their human resource policies. For example, CSR can be leveraged to appeal to younger employees, who often prioritize socially responsible practices in their workplace choices. This strategic approach not only fosters a motivated workforce but also aligns organizational goals with employee values (Yassin & Backman, 2024). Jones & Lee (2018) also stresses the importance of combining CSR initiatives consistently with HR practices and overall business strategy, as CSR shouldn't be an isolated part of organizations value and culture. Study conducted by Yousaf, Ali, Sajjad & Ilyas (2016) supports this theory by

concluding that HR practises play a crucial role for organizations to reach their goals. The study found that internal CSR (training & education, health, workplace safety and basic human needs) has a strong positive effect on employee engagement, both directly and indirectly.

Involving and engaging employees in the decision-making process of CSR practices has been deemed important. As Jones & Lee (2018) states that involving and empowering employees with CSR decision-making appreciate businesses CSR efforts, which can increase employee engagement and sense of ownership. Rupp, Ganapathi, Aguilera, & Williams (2006) also suggest that employees should be included CSR decision making process as employees are more likely to feel more positively about the initiatives if their transparent and involve their input. This view of involving and engaging employees with CSR practices is also in line with stakeholder theory (Freeman, 1984 & Wheeler et al., 1997).

In order to involve and engage employees Yassin & Backman (2024) suggest that continuous monitoring of employee perceptions of CSR is required in businesses in order to proactively engage and respond to these perceptions as it improves a positive image of the businesses CSR actions. Proactive approach to employee perception whether they are positive, or negative is crucial as it strengthens the employee relationship and attracts high-quality staff while minimizes employee turnover (Yassin & Backman, 2024).

Rupp et al. (2006) suggest that transparent communication of CSR activities can enhance positive reactions. When a company does something that seems socially irresponsible, explaining why it did that can help lessen negative reactions from employees and the public. Rupp et al. (2006) concludes that organizations should consider fairness theory when making CSR decisions. As when businesses show increasing or decreasing concern about its social impact on surrounding society and these concerns are deemed also important by employees, changes might be noticed in employees' well-being, job attitudes, commitment, and even be willing to make sacrifices to support positive changes.

Additionally, transparent CSR communication with its effect on internal and external stakeholders can diminish employee skepticism while fostering a positive CSR perception among employees (Yassin & Backman, 2024).

2.7 Theoretical framework

Corporate social responsibility can be defined as “the responsibility of enterprises for their impacts on society” (European Commission, 2011). European Commission (2011) emphasizes that companies are responsible for their own CSR strategy, however at the same time suggesting different CSR aspects to consider. It can be concluded based on literature and earlier research the prevailing dimensions within CSR are stakeholder, social, environmental, economic, legal, voluntariness dimensions (Dahlsrud 2006, Carroll 1991, European Commission 2011, Arsić et al. 2017).

While the relationship between CSR and employee satisfaction have been found. Various research suggest that CSR strategy needs to be combined with corporate strategy (Yassin & Backman 2024, Jones & Lee 2018, Rupp et al., 2006 & Dahlsrud, 2006). It has been argued that the six dimensions including their sub dimensions should be considered inclusively to create a functional CSR strategy which should be then included as a part of the corporate strategy (Dahlsrud 2006). CSR strategy shouldn't be a standalone strategy but instead fixed part of corporate core strategy. However, businesses are responsible for creating their own CSR strategy (European Commission, 2011), which suits their needs. To have favorable CSR perceptions businesses need to incorporate CSR to their strategy and core business operations to guarantee uniform actions with stakeholder expectations (Yassin & Backman, 2024). From the CSR strategy different initiatives within the six CSR dimensions originate.

Stakeholder dimension refers to groups such as employees, consumers, community and investors though businesses should balance among different stakeholder interest. By balancing the needs of various stakeholders, companies can achieve long-term success and contribute positively to society. The stakeholder dimension signifies that businesses

should consider wide and inclusive sense of stakeholders, while engaging the stakeholders to a dialogue. Whilst being responsive to feedback to strengthen the relationship and fostering a good communication with stakeholders, especially towards employees which are often viewed as the biggest stakeholder group (Dahlsrud, 2006, Freeman 1984).

Social dimension of CSR refers to the social impact businesses have, and it signifies the businesses responsibility towards the society it operates in and its broader social impact. It indicates how businesses contribute and interacts to the well-being of employees, customers and society. Social dimensions include issues such as public health, human rights, diversity, workplace conditions & safety, well-being, long-term commitment to sustainability and ethical considerations (Dahlsrud 2006, Carroll 1991, European Commission, 2011). By addressing social issues and acting in the best interest of all stakeholders, companies can create a positive social impact, enhance their brand reputation and build a more sustainable future.

Economic dimension of CSR concludes that businesses need to be financially profitable, which is the fundament for any organizations and their CSR activities (Carroll, 1991). Economic dimensions signify the responsibility towards shareholders to be profitable, but also to contribute to the economic development, stability, and the well-being of other stakeholders. It is to improve business operation while participating in sustainable practices. It also signifies that businesses should consider value-creation for long-term business activities and balancing between profit and responsibility while being transparent considering economic aspect of CSR activities (Dahlsrud, 2006).

Legal dimension of CSR is the fundamental requirement for any organization along with the economic dimensions (Carroll, 1991). It refers to complying with the laws and regulations, however according to Dahlsrud (2006) on its own it is not sufficient, and businesses should go beyond mere legal compliance. Legal dimension represents the minimum requirement for businesses, but businesses should go beyond it in terms of ethical,

social and environmental responsibility. However, legal dimension provides a steady baseline for CSR operations.

Voluntariness dimension of CSR refers to businesses responsibility for going above what is required, and such acts are voluntarily carried out. Voluntary dimension is such as compliance, innovation, corporate culture and proactive engagement (Dahlsrud, 2006). Additionally, sustainability reporting and philanthropic activities can be included in voluntariness dimension.

Environmental dimension refers to sustainable practices to minimise environmental impact, such as waste reduction, renewable energy, minimizing carbon emissions among others. Environmental dimension should be integrated to core business strategy while seeing the long-term and broader implications of it (Dahlsrud, 2006). Dahlsrud (2006) stresses that environmental responsibility can lead to innovation.

These six dimensions are the basis of corporate social responsibility. Within these six dimensions different CSR initiatives exists, which have an impact on employees and other stakeholders. Mainly the impact of these initiatives is indirect through CSR influence factors. For example, employee awareness of CSR, value engagement with CSR strategy and employee trust increases through CSR.

Various research suggests that in addition for creating a CSR strategy, a constant monitoring of employee perceptions, while engaging and including them in decision-making process and communicating transparently of initiatives is deemed important to gain employee satisfaction through CSR practices. Moreover, it is deemed important for businesses to consider fairness theory when making CSR decisions as these decisions have an impact on different stakeholders. (Yassin & Backman 2024, Jones & Lee 2018, Rupp et al., 2006 & Dahlsrud 2006). Link between CSR initiatives and HR practices and overall business strategy is deemed important (Jones & Lee 2018). CSR strategy and employee satisfaction an ongoing feedback loop should exist. This ensures open and transparent

communication towards employees which engages, involves and inspires them. Additionally, open communication ensures that employees comprehend CSR initiatives as businesses tend them. This feedback loop seems evident if businesses want to satisfy employees through CSR initiatives (Jones & Lee 2018, Rupp et al 2006, Freeman 1984 & Wheeler et al 1997).

Job influencing factors is a moderating variable for the theoretical framework, as it refers to factors that have an impact towards employee satisfaction. These are work environment, job description, compensation, work relationships, work-life balance, job value alignment, role clarity and promotion opportunities (Spector 1997 & JDI 2024). These factors have been recognised to have an impact on employee satisfaction.

To conclude, below theoretical framework has been constructed based on the above-described relationship between CSR and employee satisfaction. Theoretical framework has been constructed based on existing literature. Framework visualises how and what dimension of CSR impact the employee job satisfaction.

The theoretical framework visualises that CSR strategy includes of six different CSR dimensions, which are social, stakeholder, economic, environmental, legal and voluntariness. These six dimensions impact the employee job satisfaction through CSR influence. Job satisfaction is impacted by two pillars, which are CSR influence and job influencing factors. Feedback loop is between CSR strategy and employee satisfaction, which signifies the importance of open and transparent communication between company and its employees. While businesses CSR strategy has direct impacts also on the job influencing factors, therefore there is a connection between those two pillars in the framework.

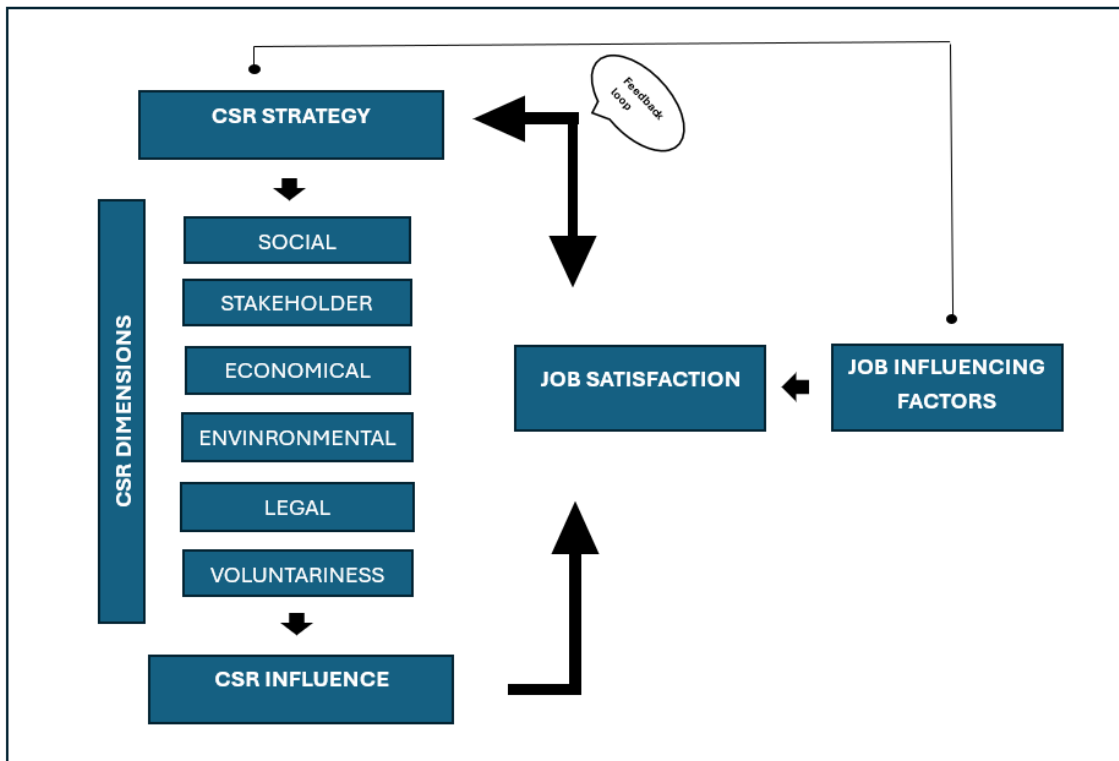


Figure 4 Theoretical framework

3 Research Methodology

This chapter describes the research methodology utilized in this master thesis. Firstly, research approach is introduced. Secondly, data collection is described in further detail and lastly data analysis chapter introduces how the research data will be analysed.

3.1 Research approach

This master thesis applies qualitative research approach, to reveal how employees perceive different CSR initiatives. Krishnaswami, Satyaprasad & Satyaprasad (2010) states that qualitative approach can be applied when assessment of behaviours, attitudes or opinions want to be researched. Qualitative approach is to gain in-depth understanding of the research issue that focuses on the perspective of people's experiences on the research subject (Hennink, 2020).

This master thesis's empirical research will be conducted as case study, this thesis focuses to reveal employee perception of CSR initiatives in a single company. Krishnaswami, et al. (2010) states that case study is one of the most popular types of research methods as it can be utilised to reveal in-depth information about group, community, organization or any other social unit. Case study approach should reveal interaction with different factors or issues that could explain status or development (Krishnaswami, et al. 2010). As the aim of this master thesis is to reveal how different types of employees understand CSR and what are their personal opinions regarding CSR and how those reflect in the case company. Therefore, qualitative research and a case study approach was chosen as it suits the purpose of this master thesis.

3.2 Data collection

Primary research data is collected by conducting interviews with respondents who are employees in the case company Wärtsilä Finland Oy. This research utilises semi-structured interview method. Semi-structured interviews utilize pre-prepared questions,

while also giving the interviewer the flexibility to ask additional questions or steer the conversation flow. Semi-structured method provides the interviewer with the opportunity to explore topics further if necessary (Saunders, et al, 2007). Interview responses are audio recorded and transcript for later data analysis. Pre-prepared interview questions can be found in the appendices sector of this thesis. Interview respondents are chosen from the case company to represent their own research group.

3.3 Data analysis

Data analysis is conducted by utilizing data coding method. The first phase involved a thorough review of the interview transcripts and audio recordings to establish a reliable consensus on the data. The goal of the first phase was to synthesize and refine the research data, while eliminating any irrelevant material and correcting any typographic errors.

The second phase focused on the analytical process itself by utilizing data coding method. Data is analysed using data coding method, which aims to differentiate data to distinct categories based on similarities (Saunders et al. 2007). Categorized data of each research group were then compared with the theoretical framework to build consensus on how each group interprets the dimensions of Corporate Social Responsibility.

4 Empirical Research

Empirical study chapter studies how corporate social relationship affects employee satisfaction and does those perceptions change based on age and job description. Empirical study is conducted in case company Wärtsilä Finland Oy and the research is conducted by utilizing qualitative research methods. This empirical chapter is divided into two subchapters. The first subchapter provides a brief introduction to the case company. The second subchapter focuses on the research groups and participants involved in the empirical study.

4.1 Case company – Wärtsilä Finland Oy

Wärtsilä is a Finnish company originally established in 1834, and they operate within technology industry. Wärtsilä Finland Oy main location is in Vaasa, and they employ around 3400 employees, and their employee base consist of both white collars and blue collars. Wärtsilä states the following about the company in their company`s webpage.

Wärtsilä is a global leader in innovative technologies and lifecycle solutions for the marine and energy markets. We emphasise innovation in sustainable technology and services to help our customers continuously improve environmental and economic performance. Our dedicated and passionate team of 17,800 professionals in more than 280 locations in 79 countries shape the decarbonisation transformation of our industries across the globe. In 2023, Wärtsilä's net sales totalled EUR 6.0 billion. Wärtsilä is listed on Nasdaq Helsinki.

Wärtsilä Energy helps our customers and the power sector to accelerate their decarbonisation journeys through our market-leading technologies and power system expertise. Our solutions include flexible engine power plants, energy storage and optimisation technology, and services for the whole lifecycle of our installations. Our engines are future-proof and can run on sustainable fuels.

Wärtsilä Marine's broad portfolio of engines, digital technologies, propulsion systems, hybrid technology, and integrated powertrain systems delivers efficiency, reliability, safety, and environmental performance. Wärtsilä Marine also supports customers with lifecycle services related to exhaust treatment, shaft line, and underwater repair.

In addition, Wärtsilä Portfolio Business consists of business units, which are run independently to accelerate performance improvement and unlock value through divestments or other strategic alternatives.

Wärtsilä has an important role in meeting the world's increased demand for energy in a sustainable way. This is the cornerstone of our commitment to sustainability. Our sustainability approach is based on economic, environmental and social performance. We strive to improve our procedures and performance across a wide front. Our overriding focus is on ensuring profitability, providing environmentally sound products and services and ensuring responsible business conduct.

Wärtsilä is committed to carrying out its business in a sustainable way. To promote the long-term interests of Wärtsilä and its stakeholders, the company strives to maintain the highest legal and ethical standards in all its business practices.

Our strategy, The Wärtsilä Way, answers three questions in terms of company direction: why, where and how. The Wärtsilä Way defines our purpose, target position, strategic priorities, and values. In the below figure Wärtsilä visualises the above mentioned the Wärtsilä Way.”



Figure 5 The Wärtsilä Way (Wärtsilä, 2024)

Wärtsilä's strategy is based on two key themes: transform and perform. The decarbonisation transformation of both the marine and energy sectors is accelerating. It will be made possible by numerous new technologies and alternative fuels. Wärtsilä is set for performance and is well-positioned to drive this transformation. Led by the key themes, we are embarking on a new phase in Wärtsilä's development – Shaping the decarbonisation of marine and energy.

Our strategic priorities define our most important focus areas to reach our target position "Shaping the Decarbonisation of Marine and Energy". The priorities outline the main areas we will work with to get to our target position and clearly formulate our biggest opportunities that have a positive impact on our growth and financial performance. In the below figure Wärtsilä visualises the above-mentioned strategic priorities.



Figure 6 Wärtsilä`s Strategic Priorities (Wärtsilä, 2024)

Our sustainability strategy is based on three closely interrelated pillars: economic, environmental, and social performance. We aim to be a profitable company that contributes towards the well-being of society by being a forerunner in sustainable solutions while demonstrating high ethical, and health and safety standards.

Economic

Wärtsilä aims to meet shareholder and customer expectations and contribute towards the well-being of society. This requires efficient, profitable, and competitive company operations. Good economic performance establishes a platform for the other aspects of sustainability – environmental and social responsibility.

Environment

Wärtsilä's aim is to be a forerunner in sustainable innovation and furthermore reduce emissions in our customer's operations and in societies overall. Wärtsilä supplies smart technologies and services that help to mitigate climate change and protect our oceans and seas. We continuously work on achieving high environmental standards in our operations and improving the environmental performance and efficiency of our products and solutions through R&D, collaboration, partnerships, and active engagement in ecosystems. In doing this, we help our customers and society at large to meet the goals of the tightening global environmental regulations and guidelines.

Social

We have high ethical standards, and we care about the communities in which we operate. Our business operations and relations with our stakeholders are governed by our Code of Conduct. Wärtsilä is a responsible employer, and we seek to offer our employees an interesting and exciting workplace where openness, respect, trust, equal opportunities, and scope for personal development prevail. A further aim is to offer a safe working environment to our employees and contractors, and to minimise the health and safety risks associated with the use of our products and services. Through effective supply chain management and continuous development, we strive to ensure that our values expressed in the Code of Conduct are promoted in our whole value chain. (Wärtsilä, 2024).

4.2 Research groups

Empirical research is conducted for four research groups to gain further understanding how they perceive CSR initiatives within stakeholder, social, economic, legal, voluntariness and environmental dimensions. Each research group consists of one interviewee and each research group represents a different age group and job description. All the participants are employed by Wärtsilä Finland Oy minimum of five years, to ensure that they are aware of their employer's strategy and goals or at least they should be.

First distinction between the research group is age, for research to gain understanding of employee perception of CSR based on age distribution. Therefore, the research groups are divided into two categories: millennials who are born between the years 1981 – 1996 and generation X, who are born between the years 1965 – 1980 (Beresford Research, 2024). Second distinction between the research groups is job description, for research to further understand if there are differences of employee CSR perceptions based on different job descriptions. These research groups are white collars, who work in an office setting and blue collars, whose work include manual labour (Parietti, 2024).

In conclusion this empirical research has identified four research groups. These research groups are the main employee groups that are employed by the case company Wärtsilä Finland Oy. The four research groups are called millennial white collar, millennial blue collar, gen X white collar and gen X blue collar. Each research group includes of one participant.

5 Research Findings

This chapter presents the research findings and provides an analysis of interview results how employees perceive and interpret corporate social responsibility (CSR) in case company. It explores the various factors that influence their understanding and attitudes toward CSR initiatives.

By examining the employee's perspectives, this chapter aims to offer insights into the overall effectiveness of the company's CSR strategy and its impact on employee engagement, satisfaction, and organizational culture focusing on stakeholder, social, economic, voluntariness, legal and environmental dimension. This chapter is structured so that the results of each research group are presented in their own individual subchapters.

5.1 Millennial white-collar interview findings

This subchapter represents interview results from millennial white-collar interviewee and aims to highlight the most significant factors relating to corporate social responsibility dimensions. These dimensions are stakeholder, social, economic, voluntariness and environmental dimension. The legal dimension will not be discussed in further detail, as all interviewees indicated that the case company complies with applicable laws, therefore legal dimension will be only presented in the theoretical framework. Lastly a revised theoretical framework is presented.

Starting from stakeholder dimension the millennial white-collar interviewee views that case company prioritises customers above other stakeholder groups with shareholders being the second most prioritized group. However, the interviewee highlights that prioritisation is justified for these stakeholder groups, and they support the customer focus in their daily work. The millennial white-collar interviewee acknowledges that employee well-being is generally good, although it has been diminishing in recently at least due to increasing workload. Millennial white-collar interviewee recognises the work case company does for suppliers, students and providing jobs within the region.

“The most important thing for Wärtsilä is the customers, as here in Wärtsilä it has been taught from the beginning that the customer must be satisfied. Investors is also a second group that is prioritized. We employees are still doing well, even though customers are prioritized.” (millennial white-collar)

“I know how much Wärtsilä affects in the Vaasa region. E.g. jobs, students and local operators.” (Millennial white-collar)

Second dimension is social, which the millennial white-collar interviewee values highly and they value an employer that shares similar values as them. The interviewee considers that employer needs to be ethical, invest in environmental purposes, and have extensive consideration of social dimension, however they consider that limits for responsibility grow together with the firm. The interviewee considers that the case company has broad social consideration towards various stakeholders. The interviewee sees that the case company invests a lot in safety in the workplace.

“Remuneration is good, but again the salary is too compartmentalized, i.e. there is too much mass role salary level in use here.” (Millennial white collar)

“Nowadays Wärtsilä`s corporate responsibility plays a big role for me, because the social dimensions are in good shape and Wärtsilä does a lot for the environment.” (Millennial white collar)

“Recently, well-being at work has been worse and employees have too much work.” (Millennial white collar)

“ Wärtsilä invests a lot in safety.” (Millennial white collar)

“ ...ethical firm...” (Millennial white collar)

Third dimension is economic dimension. The millennial white-collar interviewee follows the economic dimension of the case company from quarterly internal financial reviews. The interviewee views the case company as a stable part of the surrounding society, providing jobs with competitive wages for the society. Millennial white-collar views that the case company values the economic dimension the most.

“At the end of the quarter, the CEO tells how things are going. I follow the share development. But otherwise, I'm not that aware of the economical side.” (Millennial white collar)

Fourth dimension is voluntariness. Millennial white-collar interviewee believes that the case company widely adheres to various voluntary standards and views that the case company wants to do more than is required in multiple aspects of its operations. The interviewee underlines broad employee benefits the case company offers.

“I feel that Wärtsilä does more than the law requires. For example, for employees they offer bicycle benefit, wellbeing benefits, charging stations for electric cars and bonuses.” (Millennial white collar)

“Wärtsilä complies with all economic sanctions, and I believe that Wärtsilä would comply with them even if it was not mandatory.” (Millennial white collar)

Final dimension is environment. The millennial white-collar states that the case company puts a lot of effort towards environmental dimension both in their internal operations but also in their product development. Millennial white collar sees that environment plays a big role in case company's current presence but also in the future. However, the interviewee expresses some scepticism, as they don't fully believe in the environmental commitments and development undertaken by the case company.

“The environment plays a huge role here because it is pushed so much. Wärtsilä strives to develop environmentally friendly solutions and most of the news about Wärtsilä is related to the environment” (Millennial white collar)

Millennial white-collar interviewee seems to value corporate social responsibility highly and is aware of what different CSR dimension mean for the case company. The millennial white-collar interviewee values a company that has similar values as themselves and wouldn't want to work in a company that doesn't include social or environmental concerns directly to corporate strategy. The interviewee considers the case company is doing well on all CSR aspects. Although, the millennial white-collar interviewee raises a concern that the corporate culture within the case company has been declining in the sense of transparent and open communication towards and within employees. The interviewee inform that they answer to the yearly employee survey, however they imply that they see it as waste of time as no adequate measures are being taken by the employer.

In conclusion, in below picture revised theoretical framework is described based on millennial white-collar interviewee reflections. In the case of millennial white-collar who describes that communication in the case company is lacking transparency, openness and efficacy. Therefore, the theoretical framework doesn't contain the feedback loop, which represent the required continuous communication between a company and the employee.

Additionally, the corporate social responsibility dimensions have been ranked based on how millennial white-collar interviewee perceives the case company and how they think the case company values corporate social responsibility. The millennial white-collar interviewee thinks that legal and economical dimensions are the most important, followed by stakeholder, environmental, social and lastly voluntariness dimension. However, this doesn't reflect interviewees own stand on corporate social responsibility, as they personally would rank dimensions followingly: legal, social, environmental, economic, stakeholders and voluntariness.

The arrow from CSR influence towards job satisfaction is depicted as light gray in the revised theoretical framework, to represent only a light connection. Due to millennial white-collar interviewee expresses concerns on weak internal communication, which affects also employee's awareness of different CSR dimensions. Although the millennial white-collar interviewee demonstrates the highest awareness of CSR out of all research groups, the connection between CSR influence and job satisfaction might be strengthened with improved communication.

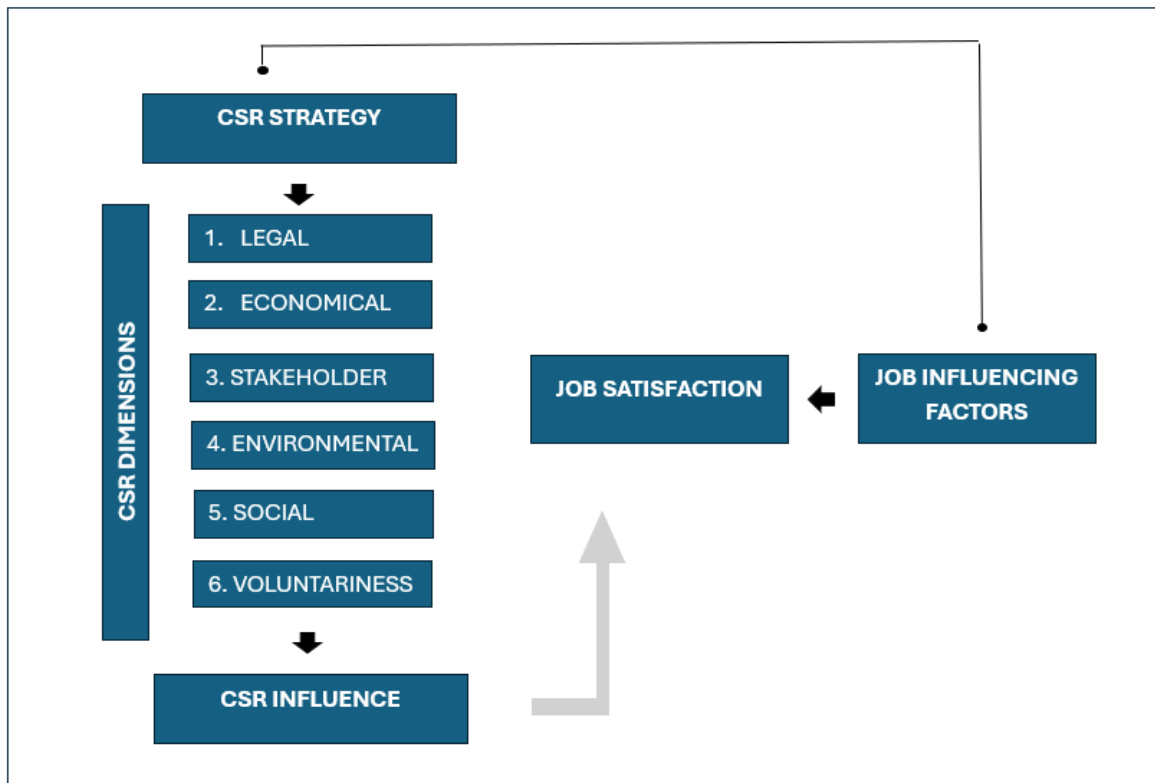


Figure 7 Revised theoretical framework of millennial white-collar interview

5.2 Gen X white collar interview findings

This subchapter represents interview results from gen X white-collar interview and aims to highlight the most significant factors relating to corporate social responsibility dimensions. These dimensions are stakeholder, social, economic, voluntariness and

environmental dimension. The legal dimension will not be discussed in further detail, as all interviewees indicated that the case company complies with applicable laws, therefore legal dimension will be only presented in the theoretical framework. Lastly a revised theoretical framework is presented.

Starting for the stakeholder dimension, the gen X white-collar interviewee views in the case company shareholders are the most prioritised group, while the interviewee themselves value customers and thinks that customer should be the focus instead of shareholders. Expanding the stakeholder view the gen x white-collar thinks that all other stakeholders are prioritised above employees, while stating that wellbeing in Wärtsilä is on decent level. They consider that sharing values and vision with the case company is important. The gen X white-collar interviewee also expresses concerns about employee recognition and emphasizing the importance of ensuring that all employees would receive adequate appreciation.

“Wärtsilä prioritizes investors, at least based on the news. Maybe the customers should probably come first...” (gen x white collar)

“It feels that employees are least taken into account” (gen x white collar)

“I feel that the blue collars and assemblers supports Wärtsilä the most, and I don't know if they get enough appreciation for the work they do here.” (gen x white collar)

Second dimension is social dimension. Gen x white collar interviewee sees that case company's vision needs to align with them to feel contentment in their work. Gen x white collar interviewee feels that employer should value employees, as they are the stakeholder group that supports the company the most and holds the knowledge. The gen X white collar interviewee believes that the case company is performing well in terms of corporate social responsibility, although they suggest that more focus and resources

could be directed towards employee well-being and engagement as they feel that employees in the case company are often forgotten.

“I do feel good here, but employees feel forgotten” (Gen x white collar)

“Wärtsilä`s vision is also important for me.” (Gen x white collar)

“I'm interested in the subject area, which has a lot to do with the fact that I want work here, so I can be involved in influencing a better future.” (Gen x white collar)

Third dimension is economic dimension. Gen X white collar interviewee follows the economic dimension of the case company from quarterly internal financial reviews. Additionally, the interviewee follows the news if there are publications regarding the case company. Gen X white collar interviewee views that the case company values the economic dimension second to most.

“Quarterly townhall I follow, but otherwise not that aware” (Gen X white collar)

Fourth dimension is voluntariness. Gen X white collar sees that the case company fulfils all their corporate social responsibilities well, however, doesn't have any specific opinion on how and what voluntariness initiatives case company does. The gen X white collar states that unlike before, nowadays employee Christmas presents are directly donated to charity.

“Employee Christmas gifts are donated to charity associations” (Gen X white collar)

Last dimension is environmental dimension. The gen X white collar interviewee sees that environmental dimension has a big role in the case company. The interviewee acknowledges that the development of new environmentally friendly solutions is highly

emphasized within the company. However, they see it as a necessity for the company's future, suggesting that without such initiatives, long-term existence would be at risk. Gen X white collar interviewee views that the case company values the environmental dimension the most, however the interviewee feels that there are also internal development areas to prioritize instead of only focusing on environment.

“The environment dimension does show up more than others.” (Gen X white collar)

In conclusion, the gen X white collar is somewhat aware of different corporate social responsibility dimensions and how those dimensions reflect in the case company. However, the interviewee mostly highlights environmental dimensions above all. The gen X white collar interviewee describes that the case company is overall a good employer, although stating that employee wellbeing has been better before. They state that the case company doesn't take employee feedback into consideration adequately.

Additionally, the interviewee expresses concern that the case company is losing skilled employees, who are difficult to replace quickly. They believe this is due to inadequate HR measures, such as insufficient remuneration in case of internal position change, and a poor corporate culture characterized by excessive pressure and workload, where employee appreciation is not demonstrated. Gen X white collars express scepticism towards the yearly employee survey, as it creates more work for employees instead of employees could share their feelings openly. The gen X white-collar interviewee emphasizes that the case company's vision is a crucial factor in their decision to continue working there.

In conclusion, the theoretical framework has been revised based on the gen X white collar interviewee results, which can be seen in the below picture. The interviewee shows reasonable knowledge of corporate social responsibility dimensions in the case company. Interviewee raises concerns that communication and information flow is weak, therefore feedback loop doesn't exist between the case company and the interviewee. Reasonable

knowledge of CSR initiatives within the case company, also suggests that the link from CSR influence towards job satisfaction is faint. For the CSR dimensions to have an affect on general job satisfaction, a constant continuous communication with employees and information reporting towards employees is seen as a prerequisite, therefore arrows from CSR dimensions towards employee job satisfaction are portrayed as light grey to illustrate a faint connection.

The CSR dimensions has been ranked in the revised theoretical framework-based gen X white collar interviewees understanding how they see the case company prioritizes CSR dimensions. The interviewee feels that environmental dimension is the most prioritised dimension in the case company, followed by economic, legal, stakeholder, social and lastly voluntariness dimensions. This ranking does not reflect the interviewees own preferences, as they personally would rank dimensions followingly: stakeholder, social, environmental, economic, legal and voluntariness.

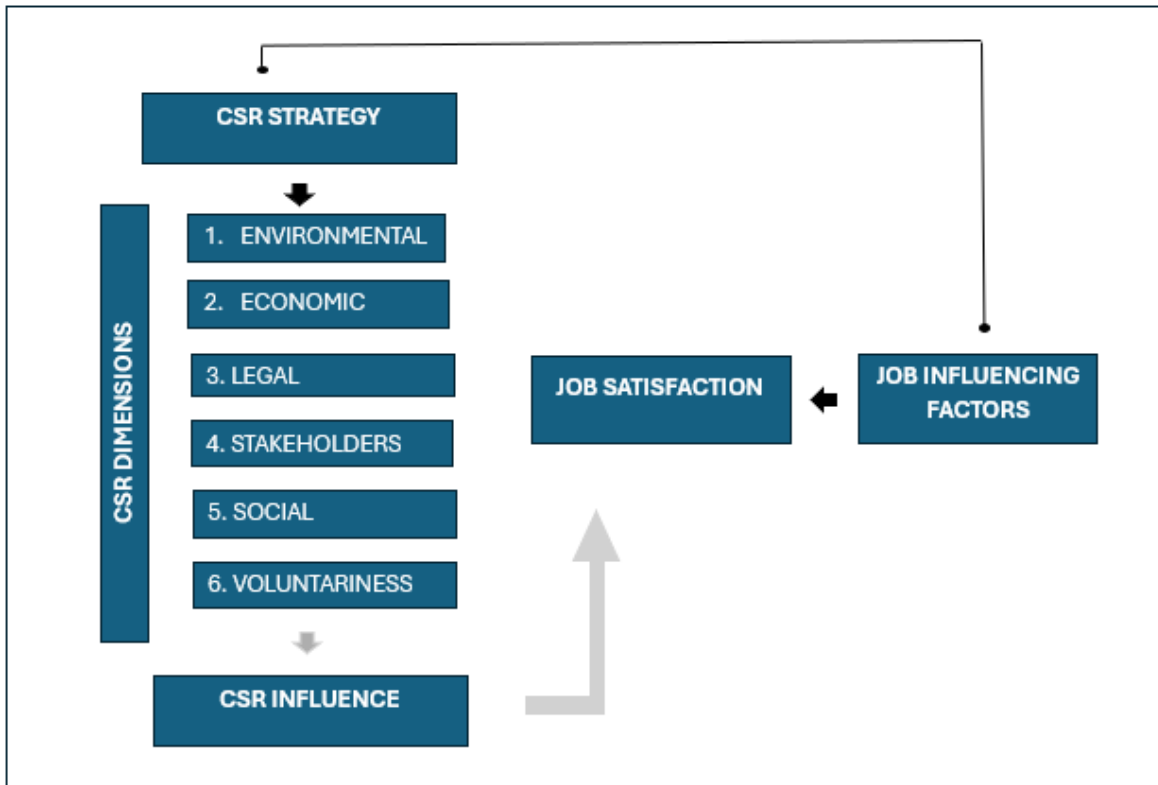


Figure 8 Revised theoretical framework of gen X white collar interview

5.3 Millennial blue collar interview findings

This subchapter represents interview results from millennial blue-collar interviewee and aims to highlight the most significant factors relating to corporate social responsibility dimensions. These dimensions are stakeholder, social, economic, voluntariness and environmental dimension. The legal dimension will not be discussed in further detail, as all interviewees indicated that the case company complies with applicable laws, therefore legal dimension will be only presented in the theoretical framework. Lastly a revised theoretical framework is presented.

First dimension is stakeholder dimension. Millennial blue-collar thinks that for the case company customers are the primary consideration and the most important stakeholders along with the investors. Whereas the millennial blue collar thinks that employees seem to be a minor priority in the case company.

“Wärtsilä's most important stakeholder group is its customers. Before, employees were better taken into account than today.” (millennial blue collar)

Second dimension is social dimension. The millennial blue-collar interviewee acknowledges that the case company offered competitive remuneration and benefits, which was the reason they applied to case company, however they believe that competitive advantage no longer exists, and employee wellbeing has been decreasing. For the millennial blue-collar interviewee, it is important that the work community and culture at the workplace is functional, fun and individual responsibility must be at a sufficient level for them to feel motivated in their daily work.

“Good wages and benefits were the reason I applied to Wärtsilä.” (millennial blue collar)

“There must also be enough individual responsibility.” (millennial blue collar)

Third dimension is economic dimension. Millennial blue-collar interviewee sees their employer as a stable company to work for. The interviewee follows the economic development from the news and newspapers in case there is an article regarding Wärtsilä. Millennial blue-collar views that the case company values the economic dimension the most.

“Stable company.” (millennial blue collar)

Millennial blue-collar interviewee sees that the case company fulfils all their corporate social responsibilities well, however, doesn't have any specific opinion on how and what voluntariness initiatives case company does. The millennial blue collar interviewee states that unlike before, nowadays employee Christmas presents are directly donated to charity.

” Our Christmas gifts go to charity.” (Millennial blue collar)

Last dimension is the environmental dimension. The millennial blue-collar interviewee recognizes that the industry is developing constantly as new industry regulations are coming into force. The interviewee states that internal and external reportage mainly focuses on environmental matters. The interviewee believes that the significant commitments on environmental development in the case company is largely driven by external pressures rather than internal motivation, therefore they interviewee see environmental endeavours as enforced. The millennial blue collar feels slightly sceptic towards green transition.

“Green shipping industry... Wärtsilä invests a lot in the environment.” (millennial blue collar)

In conclusion, the millennial blue-collar interviewee values above all an open and fun work culture, where it’s pleasant to work with each other and you can trust your colleagues. The interviewee puts a lot of attention on the environment dimension, which imply that the environmental dimension is the internal and external focus. The millennial blue-collar interviewee views the case company as a stable and good employer that considers employee well-being. However, the interviewee feels that both employee well-being and the attention given to employees concerns have been declining. Additionally, they raise a concern that although their closest supervisor listens and tries to make difference, concrete actions are often missing.

The interviewee states that they no longer participate in the annual surveys, as they believe these surveys are a waste of time, given that the feedback provided does not lead to any actionable changes. The interviewee adds that internal communication channels are not functional, and additionally as company intranet is main forum for employees to receive any information, it hasn’t been accounted that blue collars don’t have

continuous access to computers. Therefore, the interviewee feels blue collars easily falls out of the communication loop.

Lastly, the theoretical framework has been revised based on millennial blue collar interview results and how they view corporate social responsibility dimensions and initiatives within the case company. The millennial blue-collar interviewee shows reasonable knowledge of CSR dimensions and how those reflect in the case company. The interviewee raises concerns regarding internal communication, which the interviewee see is deficient between the company and employees. The interviewee considers the communication methods that the case company utilizes as inefficient, and as the interviewee has not seen sufficient actions on suggested improvement areas, they don't provide answers on the early surveys anymore. Additionally, most of information is going through the company intranet, which they see is not functional and information is not targeted enough or is difficult to find. The continuous feedback loop between employee and the case company doesn't exist.

The millennial blue collar shows reasonable knowledge of CSR dimension, and the impact of CSR dimensions on job satisfaction is faint. Therefore, the revised theoretical framework presents this connection with light grey arrows, as with more effective communication the CSR influence might also increase.

The CSR dimensions has been ranked in the revised theoretical framework based on millennial blue-collar interviewees understanding how they see the case company prioritizes CSR dimensions. The interviewee sees that economic dimension is the most prioritised dimension in the case company, followed by environmental, legal, stakeholder, social and lastly voluntariness dimensions. This ranking does not reflect the interviewees own preferences, as they personally would rank dimensions followingly: stakeholder, social, economic, legal, environment and voluntariness.

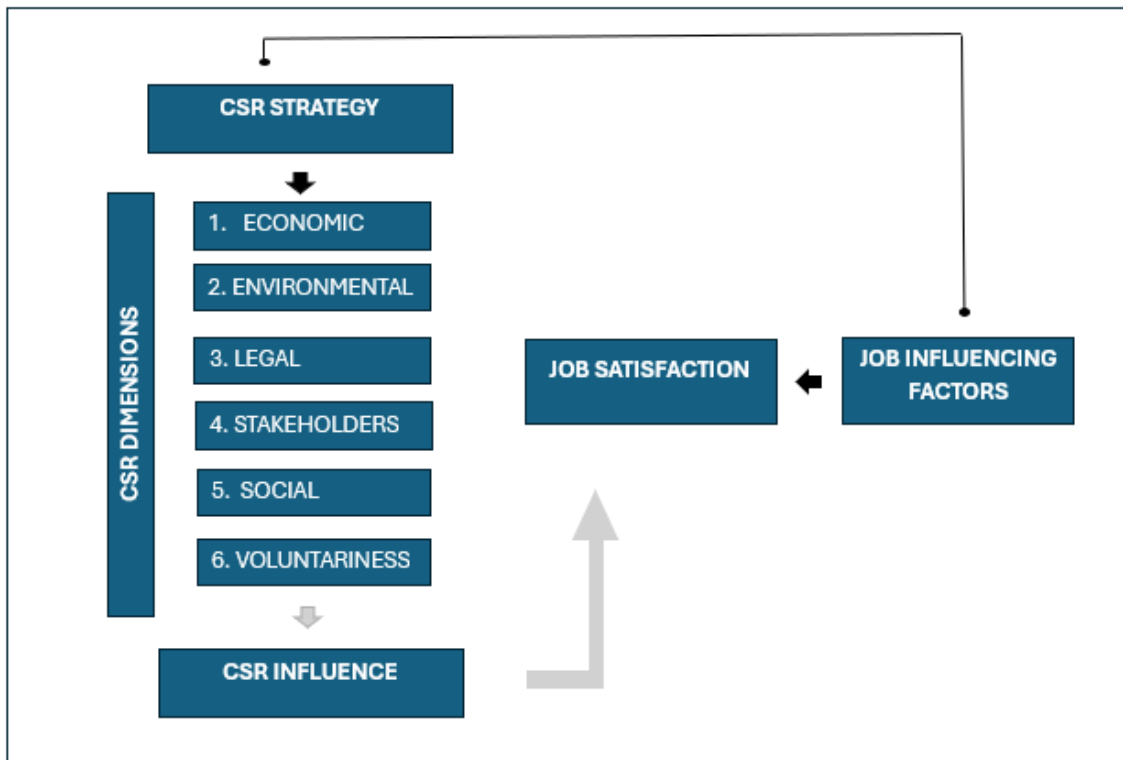


Figure 9 Revised theoretical framework of millennial blue-collar interview

5.4 Gen X blue collar interview findings

This subchapter represents interview results from gen X blue collar interviewee and aims to highlight the most significant factors relating to corporate social responsibility dimensions. These dimensions are stakeholder, social, economic, voluntariness and environmental dimension. The legal dimension will not be discussed in further detail, as all interviewees indicated that the case company complies with applicable laws, therefore legal dimension will be only presented in the theoretical framework. Lastly a revised theoretical framework is presented.

Starting from the stakeholder dimension, in which gen X blue-collar shares a similar view with millennial blue-collar that customer as well as investors are the most prioritized stakeholders for the case company. Interviewee thinks that customer centricity is instilled in the company culture. The interviewee considers employees as a secondary concern for the employer.

“Customers and investors are Wärtsilä's most important stakeholders. Considering the employees is a bit of a secondary concern.” (gen x blue collar)

Second dimension is social dimension. The gen X blue collar interviewee values functional work community and work team, where is an open and fun atmosphere to work, which is supported by likeminded line managers. Although gen X blue collar interviewee feels content working in the case company, however they see that more input could be placed on working conditions as it would have a positive impact on employee work motivation.

“Working conditions could be better, such as safety and methods that would make daily work easier. Working conditions are also slightly unequal between different organizations.” (Gen X blue collar)

“Social dimensions are important for me, and should be a focus point for employers” (Gen X blue collar)

“This is a fairly good place for employee, which nowadays is one reason for working here” (Gen X blue collar)

Third dimension is economic dimension. Gen X blue collar follows the economic dimension of the case company to some degree and views that it is a stable employer. Gen X blue-collar views that the case company values the economic dimension the most.

Fourth dimension is voluntariness, as gen X blue collar interviewee regards that the case company fulfils all their corporate social responsibilities. The interviewee thinks that the most likely the case company exceed the legal requirements and does more than they are legally required to. The gen X blue collar doesn't see that the case company does any donations or charity work.

“I think Wärtsilä might do more than the law requires. I don't think Wärtsilä does any charity” (Gen X blue collar)

Last dimension is the environmental dimension. The gen X blue collar interviewee views that environment is one of the case company's focal points, and they explicate that product development towards more environmentally sustainable is crucial for continuous operations in the future as well. The interviewee views that case company's commitment towards sustainable development is obligatory to progress together with the rest of the world.

“Environment is a focal point, as Wärtsilä needs to develop its products while the world moves forward. Otherwise, Wärtsilä would have no future” (Gen X blue collar)

In conclusion, the gen X blue collar is expressing a steady awareness of corporate social responsibility and how those dimensions reflect to the case company. The interviewee views that the case company takes care of all their corporate social responsibility areas, although the interviewee feels that environmental dimensions is often a focal point internally and externally. The interviewee views that the case company goes beyond the legal requirements and that product development is compulsory to stay in the business also in the future.

The gen X blue collar interviewee feels that employee well-being has been decreasing and suggest that one reasoning for it is declining corporate culture, as open and transparent communication is missing. The interviewee adds that employees are often meeting the requirements of their roles but don't go beyond the scope of their own responsibilities. The interviewee calls for better communication and teamwork between different organisations, which they see would help all perform better. The interviewee feels that previously the case company had better communication, as they feel that blue collars often fall out of the loop as supervisors are the main source of information, but they are too busy to spend time with the employees.

Finally, revised theoretical framework of gen X blue collar interview is presented to reflect how the interviewee sees CSR dimensions and how those dimensions and initiatives reflect in the case company. The interviewee expresses a steady understanding of different CSR dimensions and how the dimensions reflect in the corporate strategy and daily work. The gen X blue collar interviewee calls for an open and transparent communication, which would also foster a better collaboration and equality, as for now continuous communication loop is missing between the case company and employee. Therefore, feedback loop doesn't exist in the revised theoretical framework.

With interviewees steady understanding of CSR dimension, a faint connection between dimensions and job satisfaction can be detected. This connection though CSR influence and is depicted in the revised theoretical framework as light grey arrows.

The CSR dimensions has been ranked in the revised theoretical framework based on gen X blue-collar interviewees understanding how they see the case company prioritizes CSR dimensions. The interviewee sees that economic dimension is the most prioritised dimension in the case company, followed by legal, environmental, stakeholder, voluntariness and lastly social dimensions. This ranking does not reflect the interviewees own preferences, as they personally rank the dimensions followingly: social, stakeholder, environmental, economic, legal and voluntariness.

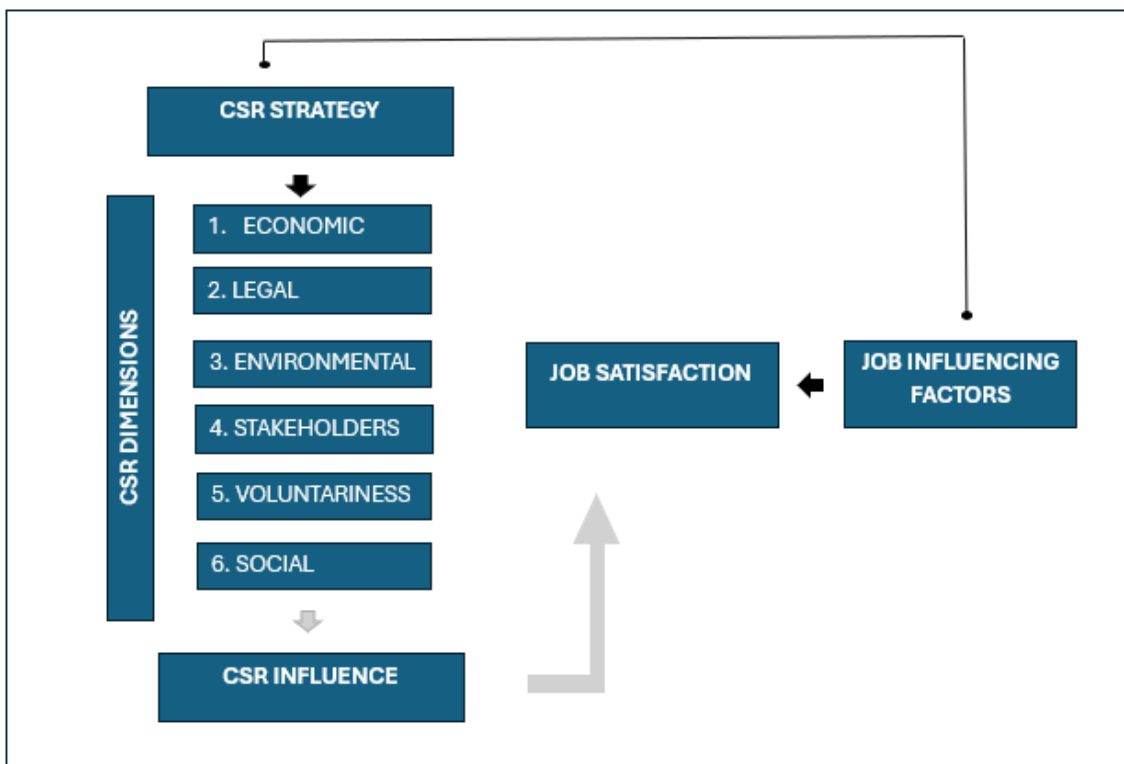


Figure 10 Revised theoretical framework of gen X blue collar interview

6 Discussion

This final chapter of the master thesis will present the final conclusions with theoretical connections. Theoretical contributions chapter tries to bring consensus and aims to answer the research question. Followed by managerial implications, which aims to serve as a basis for organizations contemplating with the subject of corporate social responsibility as a source for employee contentment. Lastly limitations of the study and future research suggestions are presented.

6.1 Theoretical contributions

Aim of this master thesis was to find consensus how different types of employees perceive corporate social responsibility especially within stakeholder, social, economic, environmental, legal and voluntariness dimensions, and additionally how those dimensions affect employee job satisfaction. These employee types under research were millennial white collar, gen X white collar, millennial blue collar and lastly gen X blue collar. Empirical research focused on case company Wärtsilä Finland Oy.

Millennial white-collar interviewee presented the highest awareness of corporate social responsibility and how dimensions reflect in everyday work as well as on strategy. Interviewees personal interest reflected on awareness of CSR; therefore, interviewee was more receptive to topics related to CSR, which subsequently had a greater influence on employee job satisfaction.

Millennial white-collar interviewee expressed importance that employer must demonstrate social and environmental responsibility, particularly when the hiring company is a large organization such as the case company. This finding is supported by previous research that also indicates the same that millennials are far more aware of CSR, and, unlike previous generations, millennials are considered the most ethical generation (Chatzopoulou & Kiewiet, 2020). However, millennial blue-collar interviewee did not demonstrate the same interest or awareness on CSR. There could be various reasons for

this difference between millennials. One reason could be personal differences. Second reason might be age difference as there was a age gap between millennials, as white-collar millennial presented a young millennial and blue collar presented a older millennial. Third reason could be communication, as millennial blue collar indicated it is not uncommon to fall out of the communication loop.

Gen X white collar and blue collar shared similar perspectives of corporate social responsibility. In interviews they prioritized CSR dimensions, similarly, placing significant personal value on stakeholder balancing, social, and environmental dimension. Additionally, both gen X interviewees raised a similar concern that although intranet is full of information and bulletins, they don't think that the information goes through to the employees concerned. They share a view that it is not adequate to inform without communicating. Jabe & Kuusela (2013) state in their book concerning power relations that one-sided informing is not enough. Success requires that the user of power gives others the opportunity to influence and ensures that those who are affected by the solutions are heard.

The key difference between white-collar and blue-collar workers, were that blue-collar workers emphasized the importance of teamwork, a fun and functional atmosphere combined with good working conditions. This finding is understandable as blue collars work closely in teams and work success requires a mutual trust between team members.

Carroll's CSR pyramid suggest that economic and legal dimension acts as a baseline for all rest CSR dimensions and initiatives, all research groups recognized that the case company supports this alignment in their operations. Additionally, all research groups view the environmental dimension as included in the CSR baseline for the case company. This suggests that research groups view environmental dimensions as an inclusive part of overall CSR and corporate strategy. This supports previous research that suggest CSR strategy needs to be combined with corporate strategy for it to be functional (Yassin & Backman 2024, Jones & Lee 2018, Rupp et al., 2006 & Dahlsrud, 2006). However,

research groups saw that CSR dimensions are not equally prioritized or inclusively considered in the corporate strategy. This view, expressed by the research groups, supports previous research by Yassin & Backman (2024), which states that employees are more likely to have positive attitudes toward the organization if they believe CSR initiatives are fair.

Research groups reasoned that communication in the case company is not functional enough, which is supported as all interviewees except millennial white-collar didn't have a good view of case company's CSR dimensions and initiatives. Millennial white-collar on the other hand expressed a better understanding but still anticipated and called for a better communication practices. This approach endorses previous research suggesting that transparent communication, constant monitoring of employee perceptions, while engaging and including them in decision-making process is deemed important to gain employee satisfaction through CSR practices (Yassin & Backman 2024, Rupp et al., 2006 & Dahlsrud, 2006). Therefore, it can be concluded these communication practices are missing in the case company, at least for the empirical sampling of this master thesis. Yassin & Backman (2024) adds that taking a proactive approach with employee perception whether they are positive or negative is fundamental as it strengthens the employee relationship and attracts high-quality staff while it minimizes employee turnover.

The empirical research demonstrated that feedback loop between the case company and employees doesn't exist or is weak, however open and engaging communication ensures that employees comprehend CSR initiatives as organizations tend them, therefore feedback loops are evident for transparency (Rupp et al 2006). As it is further explained that transparent communication of CSR activities can enhance positive reactions. As providing explanations for company's actions that may appear socially irresponsible can help mitigate negative reactions among employees.

For example, during the interview both gen X white collar and millennial blue collar explained that their company Christmas presents are nowadays being donated to charity

associations. This was the only thing that came to their mind when discussing about voluntariness dimension. Therefore, it would have been beneficial for the case company to explain why it was decided to donate the Christmas presents instead of handing the Christmas presents to employees like they have done for years. This would have allowed employees to understand the case company's stance and employees would have felt that they are valued part of the organizations.

However, is it fair that companies do CSR toward one stakeholder group on the expense of another. Stakeholder theory (Freeman, 1984) indicates that companies should balance the interest of various stakeholder groups, therefore should not engage in such activities that are done on the expense of other stakeholders. Especially, considering employees were used to getting Christmas presents for years, therefore fairness theory doesn't actualize as the benefit was discontinued or at least shapeshifted without an explanation.

Research groups expressed appreciation for the case company, while sharing similar values and recognizing case company's importance in the industry. Research groups supported the case company's vision and expressed importance that they can work for a company that is responsible in their operations. Additionally, research groups demonstrated loyalty towards the case company and expressed that good work community is significant factor for job satisfaction. These views can be explained with social identity theory, which signifies that part of employee's identity construct from the group they belong to (Capozza, Brown, Capozza, & Brown 1999).

Literate and earlier studies states that dimensions within CSR are stakeholder, social, environmental, economic, legal, voluntariness dimensions (Dahlsrud 2006, Carroll 1991, European Commission 2011, Arsić et al. 2017). Research groups recognized that case company initiates with all CSR dimensions, however some dimensions are more heightened within the case company than others. Especially, environmental dimension which was highlighted the most by the interviewees. This outlook is in line with case company's

vision, as the case company define their target position as follows: "Shaping the Decarbonisation of Marine and Energy".

In conclusion, findings suggest a correlation between corporate social responsibility and employee job satisfaction. Although correlation exists, the relationship could be strengthened in the case company. Findings suggest that employee wellbeing commencing from open communication, leadership support and corporate culture, where supporting each other daily was detected to be a precondition to any corporate social responsibility dimensions to have impact. Research focusing on millennial perspectives by Remes (2019) suggest the same that employee wellbeing and workplace treatment was a precondition for sustainability initiatives to have impact.

6.2 Managerial implications

The managerial implications of this master thesis focus on communication. Although the case company of this study focuses on sustainability and CSR, however, employee awareness of CSR impact is not on the same level. Reasoning for this is weak communication, companies need to ensure communication methods that are equal for all employee types to receive the needed information and stay in the information loop. Different communication method needs to be chosen based on employee types to cater their needs.

Additionally, if employees are dependent on receiving information from their supervisor but they are too busy to spend time with their employees then companies need to either realign their communication strategy or realign their operations and understand what is causing the haste. Additionally, involving and engaging the employees to transparent communication ensures that employees understand CSR initiatives as the company tends them.

6.3 Limitations & Future research

This master thesis and research imposes certain limitations. First limitation is the scope of the empirical research, which only contained one interviewee per research group. This imposes some limitations to the research results. However, throughout the thesis it is highlighted that research groups consist of only one interviewee. Additionally, speculations and conclusions are avoided that these interviewees perspectives would represent a larger opinion of their own job group.

Second limitation is that as this research focused on different research groups based on age to gain understanding of employee perceptions of CSR. These research groups were millennials who are born between the years 1981 – 1996 and generation X, who are born between the years 1965 – 1980 (Beresford Research, 2024). Although, interviewees were born within their age group, however the age difference between millennials as well as gen X was significant.

These limitations also pose opportunities for future research. It would be interesting to study only one research group more closely, to gain a better understanding of their opinions in general, this research could be either based on age group or job type. While the study revealed that millennials especially millennial white collar was highly aware of CSR and demanded that their employer must be socially responsible in all dimensions, therefore further research on how millennials and generation X employees differs from each other is called for. This would provide employers with an opportunity to gain deeper insights into both their employees and customers, especially as the number of millennials and even gen Z employees and customers is increasing.

Additionally, there would be possibility to expand this research across different industries and across different sized organizations. Whereas the case company in this research highly focuses internally and externally on environmental dimension, therefore one possibility would be to choose a company that focuses on a different dimension or focuses also on environmental dimension and compare the results to this master thesis.

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Appendices

Appendix 1. Interview questions

Interview questions

1. What things are important for your job satisfaction?
2. What dimensions do you recognize that are part of corporate social responsibility?
3. What areas or activities do you recognize from Wärtsilä in relation to corporate social responsibility?
4. Does one dimension appear more prioritized than another? Or are they equal?
5. What stakeholders do you think Wärtsilä has? Are they equally important for Wärtsilä?
6. How are social responsibility and its different areas reflected in Wärtsilä's operations?
 - a. How does the social dimension appear in Wärtsilä's operations?
 - b. How does the stakeholder dimension appear in Wärtsilä's operations?
 - c. How does the environment dimension appear in Wärtsilä's operations?
 - d. How does the legal dimension appear in Wärtsilä's operations?
 - e. How does the economic dimension appear in Wärtsilä's operations?
 - f. How does the voluntariness dimension appear in Wärtsilä's operations?
7. Do you feel that Wärtsilä informs and communicates of CSR dimensions and initiatives?
8. How important do you think CSR is for your own work? Why?
9. How satisfied are you with the way Wärtsilä handles CSR? Examples of successful cases?
10. Have you been involved in developing or deciding on CSR activities? What?
11. Would you be interested in developing or deciding on CSR activities? What?
12. How would you rate the different dimension of CSR for Wärtsilä in order of importance? Why?
13. And how would you rate the different areas of CSR in order of importance? Why?

14. What role did CSR play in the fact that you once applied for a job at Wärtsilä?
What about you still working at Wärtsilä?
15. What if Wärtsilä was not at all interested in its social responsibility?
16. Do you feel that you can promote CSR in your own work? How?
17. Which CSR area would be such that if it were to be reduced, you would perhaps think about changing jobs?
18. Do you feel that Wärtsilä listens to the employees? Do you know how to give feedback?
19. Do you feel that Wärtsilä fulfils its obligations in terms of social responsibility?
20. Do you believe that Wärtsilä's management believes in Wärtsilä's business idea?
And do you believe it yourself?

Haastattelu kysymykset

1. Mitkä asiat on sinulle tärkeitä työssä viihtyvyyden kannalta?
2. Mitkä on ne osa alueet mitä itse tunnistat että kuuluisi yrityksen yhteiskuntavastuuseen?
3. Millaisia osa-alueita tai toimintoja sinulla tulee mieleen Wärtsilästä, liittyen yhteiskuntavastuuseen?
4. Näyttäytyykö jokin osa-alue isommassa osassa kuin joku toinen? Vai onko ne tasavertaisia?
5. Mitä sidosryhmiä koet että wärtsilällä on? Onko ne wärtsilälle yhtä merkittäviä?
6. Miten yhteiskuntavastuu ja sen eri osa alueet näkyvät Wärtsilän toiminnassa?
 - a. Miten yhteiskunta (social) alue näyttäytyy wärtsilän toiminnassa?
 - b. Miten sidosryhmät (stakeholder) alue näyttäytyy wärtsilän toiminnassa?
 - c. Miten ympäristö (environment) alue näyttäytyy wärtsilän toiminnassa?
 - d. Miten talous (economical) alue näyttäytyy Wärtsilän toiminnassa?
 - e. Miten vapaaehtoisuus (voluntariness) alue näyttäytyy Wärtsilän toiminnassa?
7. Koetko että Wärtsilä tiedottaa ja kommunikoi CSR osa alueistaan ja toiminnoistaan?

8. Kuinka tärkeänä koet CSR:n oman työsi kannalta? Miksi?
9. Kuinka tyytyväinen olet siihen, miten Wärtsilä hoitaa CSR:ää? Esimerkkejä onnistuneista caseista?
10. Oletko ollut mukana kehittämässä tai päättämässä CSR toiminnoista? Mitä?
11. Olisitko kiinnostunut kehittämään tai päättämään CSR toiminnoista? Mitä?
12. Miten arvioisit CSR:n eri osa-alueet Wärtsilälle tärkeysjärjestykseen? Miksi?
13. Entä miten arvioisit CSR:n eri osa-alueet tärkeysjärjestykseen? Miksi?
14. Mikä rooli CSR:llä oli sille että aikoinaan hait Wärtsilälle töihin? Entä että olet vielä töissä Wärtsilässä?
15. Mitä jos Wärtsilä ei olisi ollenkaan kiinnostunut yhteiskuntavastuustaan?
16. Koetko että voit omassa työssäsi edistää CSR? Miten?
17. Mikä CSR osa-alue olisi sellainen, että jos se ajettaisiin alas, niin mieltisit ehkä työpaikan vaihtoa?
18. Koetko että Wärtsilä kuuntelee työntekijöitä? Tiedätkö miten palautetta voi antaa?
19. Koetko että Wärtsilä täyttää velvoitteensa yhteiskuntavastuussa?
20. Uskotko että Wärtsilän johto uskoo Wärtsilän liikeideaan? Entä uskotko itse?