CSR Communication: An Employee Perspective

Tailoring Internal Communication using Employee Preferences for Content, Style and Channel.

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Abstract
Corporate Social Responsibility (CSR) represents a theory and practice that is well-known and communicating its content has shown to play an important role in order to exploit its advantages and engage stakeholders on CSR issues. Even though, CSR communication has shown to be a real challenge, since corporations are encouraged to engage in CSR, but not to communicate too loud about this engagement. This study was inspired by Jenny Dawkins (2005) and her initial idea that tailoring CSR messages by exploring stakeholder preferences for content, style and channel, would solve the communication challenge. One stakeholder group that corporations are highly dependent on is employees and exploring their preferences for CSR communication became the purpose of this thesis: to understand employee preferences for style and channel within the content of CSR. This was of specific interest, since existing research on CSR communication has mainly been centered around financial and external issues on the expense of internal. In addition, the idea of a tailored approach has not gained any interest in research so far, and a possible explanation might be its diffuse meaning, a problem this thesis has addressed.

In order to understand employee preferences for internal CSR communication, a qualitative case study research was conducted with in-depth interviews, observations and exercises at site. A total of 20 interviews were arranged in order to collect primary data during a one week prolong engagement at the case. The empirical findings from the respondents’ answers were then transcribed and analyzed using both inductive and theoretical thematic analysis. Based on the findings, the authors of this thesis contribute with two models that help practitioners to understand how to best communicate about various CSR content to employees. The first model developed suggests an implementation of the tailored approach for content, style and channel, and demonstrates a relationship between nature of content and constraint recognition. Also, the model explains how practitioners can provide CSR explanation in order to reduce skepticism and enable endorsement processes where employees communicate CSR to third parties. To show a more dependent relationship between how changes in nature of content and constraint recognition affect employee preferences, the authors created the “CSR Communication Grid”.

The authors made a theoretical contribution by clarifying and providing a framework for the tailoring approach as initially developed by Dawkins (2005). Additionally, the authors managed to draw a relation between Public Relations (PR) and CSR by referring models of PR to communication styles, which filled this gap in previous research.
**Abbreviations**

CC: Corporate Communication  
CSR: Corporate Social Responsibility  
IC: Internal Communication  
PR: Public Relations
“We have the attitude to see Clarion as one, and it’s only one person working at Clarion. Not two people.
One person in what sense, the sense that we are one, we have the same responsibility, to keep Clarion functioning.
That’s why we say one Clarion; and only one person is working at Clarion.
Cause we have the same goal.
We work as a team, and a team is one team, not two teams”

-Respondent 2016-03-30
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1 Introduction

For a long time, the only social responsibility of a business has been to offer products and services demanded by the public and increase its profit to create wealth and job opportunities for the community. However, the strong focus on profits made businesses forget their responsibility for the society and environment. If businesses were to be responsible and pay for their pollution and damage to the environment, it would wipe out more than one-third of their profits, as shown in a study conducted by the United Nations (Jowit, 2010). It questions whether it is possible today to only generate profits. The public is becoming increasingly aware of social and environmental issues, and expects businesses to do their part for preserving our environment. Carroll (2015) states that “CSR represents a language and a perspective that is known the world over and has become increasingly vital as stakeholders have communicated that modern businesses are expected to do more than make money and obey the law.” (p.87). For that reason, Corporate Social Responsibility (CSR) has become a central aspect in determining those responsibilities corporations have except from obeying the law and generating profit. Still, the research within CSR have seemed to be focused on reporting matters and it has been questioned whether it is a pure marketing gain rather than activities aimed at contributing to a better environment (Porter & Kramer, 2006; Rangan, Chase, & Karim, 2015; L’Etang, 1994). Consequently, the public is demanding more transparent information and becoming more skeptic about the motives behind CSR activities undertaken by businesses. Through the advancement of communication technologies, the public is now able to expose businesses through various channels (Laszlo & Zhexembayeva, 2011).

Communicating CSR then became an important role to maintain good relationships with the public upon which the organization is dependent on, their stakeholders. Stakeholders are “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, p.46). The way that CSR communication could maintain good relationships with stakeholders became a main aspect in the field and according to Tata and Prasad (2015):

“Communicating about CSR can play an important role in organization-stakeholder relations. An understanding of the organization’s CSR philosophies, policies, and activities can allow stakeholder audiences to become more engaged in the issues affecting them and more willing to collaborate with organizations in reaching socially responsible solutions to problems.” (p.777).

While it has the potential to engage stakeholders, CSR communication has shown to be a real challenge. Morsing and Schultz (2006) found that too much or lack of information creates speculations that the organization is hiding something, and together with Nielsen they labeled this as “Catch 22” – where there is an expectation of businesses to engage in CSR activities, but they are not to communicate to loud about it (Morsing, Schultz, & Nielsen, 2008). By using communicating theories of Public Relations (PR) combined with CSR, Morsing and Schultz (2006) developed three strategies to address the challenge of CSR communication with various stakeholders. PR was initially defined by James E. Grunig and his colleagues (Dozier & IABC Research Foundation, 1992) as “the management of communication between an organization and its public” (p.4) and together they developed
the ideas of asymmetrical and symmetrical, one-way and two-way communication. The use of those ideas in correlation to CSR has still not been explored further in research than Morsing and Schultz (2006). Furthermore, Dawkins (2005) highlights that the expectations and information needs of different stakeholders are diverse and argue that communication practitioners are not effectively tailoring communication to different stakeholders, but what is meant by tailoring communication and how can practitioners do it? Dawkins (2005) and Welch and Jackson (2007) both discuss that communication practitioners need to tailor content, style and channel to stakeholder needs, but what is meant by content, style and channel? Who is the stakeholder? There is still a need for more research within this area.

Morsing, Schultz and Nielsen (2008) argued that no CSR communication could start anywhere else than from an insider perspective, from the internal stakeholders, that is the employees. If employees do not receive the business as socially responsible, then it becomes untrustworthy to communicate that to external stakeholders, those outside the organization. According to White, Vanc and Stafford (2010), “employees are the face of an organization and have a powerful influence on organizational success” and stakeholders see them as a credible source of information (Dawkins, 2005). It becomes important for practitioners to involve employees in order to make sure that they are both receiving the corporation as socially responsible and are able to communicate CSR outside the corporation. Nevertheless, employees are rarely asked before their employers make decisions and management use one-way communication instead (Ligeti & Oravecz, 2009). One-way communication bears the risk of being distorted and misinterpreted by employees, since it is developed and communicated by management without any involvement from employees (Dozier et al., 1992). In contrast, Welch and Jackson (2007) argue that it would be impossible for management to always include employees in the decision-making process through two-way communication: a dialogue. So how can practitioners tailor their CSR communication towards employees to ensure they meet their needs? What are their needs and interests for CSR activities? Do they only want to know issues related to their work, or do they care for socially responsible actions on behalf of their organization? These are some of the questions communication practitioners need to find answers to.

1.1 Problem

In order to answer the question of how practitioners can tailor CSR communication towards one stakeholder, the employee, more research needs to address their preferences (Welch & Jackson, 2007). Thus, we argue for taking a perspective from employee preferences in order to explore the tailoring approach presented by Jenny Dawkins (2005). The problem with the tailoring approach is that it does not explicitly demonstrate nor present what is meant by tailoring CSR content, style and channel, or how those are related to employee preferences. If CSR content is to be referred to the matters to communicate, current research is lacking an explanation of those matters in a cohesive form, rather separate concepts have been developed, e.g. social reports (Coombs & Holladay, 2012), codes of conduct and ethical standards (Blowfield & Murray, 2014). Further, research within CSR communication has been focused around external or financial issues, e.g. corporate reputation (Lewis, 2001), CSR reporting (Nielsen & Thomsen, 2007), consumer perceptions (Stanaland, Lwin, & Murphy, 2011) or business returns (Du, Bhattacharya, & Sen, 2010) on the expense of internal issues. Few studies have so far looked at an employee perspective (Uusi-Rauva &
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Nurkka, 2010; Welch & Jackson, 2007); mostly stakeholders from a general perspective have seemed to attract the interest among research scholars (Morsing & Schultz, 2006; Ligeti & Oravecz, 2009; Dawkins & Lewis, 2003). This demonstrates why the tailoring approach have not been addressed further than the initially study of Dawkins (2005), still it is considered to be the solution to the CSR communication challenge.

Additionally, practitioners have underutilized many of the communication models for PR. One reason for this is that PR have been associated with the marketing function and many exploratory studies have been conducted to establish the relationship between PR and marketing (Ha & Ferguson, 2015), which has only provided evidence that the two disciplines can be distinguished from each other. PR has a broader scope of building and maintaining relationships through communication with both internal and external publics (Broom, Lauzen, & Tucker, 1991). Few studies have addressed the aspects of CSR communication and PR combined. We argue that PR communication strategies can serve as a complement to other communication strategies and is currently a forgotten link to understand CSR communication from an employee perspective. In order to elaborate upon the problem with the tailored approach, we assume content as CSR, style as the communication models of PR: one-way asymmetrical, two-way asymmetrical and two-way symmetrical communication styles, and channel as the medium through which communication reaches employees.

1.2 Purpose and Research Questions

The discussion from the introduction and problem leads us to the purpose of our study, to understand employee preferences for communication style and channel within the content of Corporate Social Responsibility. This in order to elaborate upon what Dawkins (2005) presents in his study, tailoring content, style and channel to one stakeholder, the employee.

As a result, the research questions addressed in this study are as follows:

**RQ1:** How do employees perceive different content for CSR and do they seem more or less interested in specific areas?

**RQ2:** How do employees perceive different communication styles and what factors determine their preferences?

**RQ3:** Through which channel do employees prefer to communicate with management?
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Our research questions are demonstrated in figure 1, where the arrows illustrate the flow of communication (one-way and two-way). Since our purpose is to understand employee preferences for content, communication style and channel, we want to see if content matters (1), and then elaborate upon what factors determine their preferences (2). In the end, we will also look at through which channel employees prefer to communicate with management (3). It is in the field of CSR communication and PR we aim to make a contribution by exploring employee preferences for content, style and channel in communication. Thereby, by identifying the preferred communication strategy of employees, this study will provide important insights to communication practitioners about how to develop best practices of communication strategies for CSR and enrich the ideas of tailored communication that was addressed by Dawkins (2005). By clarifying what is meant by the tailoring approach to communication and consolidate theories of PR with CSR, our study will make a contribution by providing both practitioners and researchers with a new way of understanding and implementing CSR communication.

1.3 Delimitations of the Study

The focus of this study is on internal communication, since our purpose is to conduct a study from an employee perspective on communication. Hence, external communication towards stakeholders outside the organization, e.g. NGO’s, governments or consumers, will not be addressed. The focus is on which style of communication (i.e. one-way or two-way approaches of PR) and which type of channel employees prefer within the content of CSR. Thereby other topics for communication are excluded. Further, this study is a single case study (Easterby-Smith, Thorpe & Jackson, 2015), which means that our study takes place in one corporation in the service industry, located in Sweden. Thus, our ability to generalize the results over a broader population is limited to the population chosen, the employees employed at the hotel. In addition, according to the early theories of PR (see Dozier et al., 1992), four models of communication were identified: press agentry/publicity, public information, two-way asymmetrical and two-way symmetrical. However, in our research press agentry/publicity and public information will be referred to as one-way communication, since both aim at changing the behavior of the public without changing the corporation. Thereby, the purpose is the same, which enable us to refer both models as one-
way asymmetrical communication styles with the purpose of disseminate information to the public.

1.4 Key Terms

**Asymmetrical Communication:** Communication that serves the interest of the organization with the purpose of changing the public in a way that desires them. Communication takes place top-down and one-way direction.

**Computer-mediated Channel:** Computer-mediated channels are forms of communication using computer and Internet networks, e.g. social media, corporate websites or intranets.

**Corporate Social Responsibility (CSR):** The responsibility of a corporation to engage in business activities that aim at creating economic and societal value, produced within the boundaries of law, regulations and stakeholder rights.

**Corporate Communication (CC):** Corporate communication is an instrument of management, where all used forms of internal and external communication are coordinated in order to create favorable relationships with stakeholders.

**One-way Communication:** Top-down communication aimed at disseminates information to the public without any involvement.

**Public Relations (PR):** Models of PR are used in order to manage the communication between an organization and its public to build and strengthen those relationships.

**Symmetrical Communication:** Communication that serves the interest of both sides of relationships, while still advocating the interest of the organizations that employ them. Communication takes place through negotiating, listening and conflict management.

**Two-way Communication:** Dialogic communication aimed at involving the public, either for the purpose of feedback or the purpose of cooperation on various issues.

1.5 Structure

In order to fulfill the purpose of this study, the following Frame of Reference (Chapter 2) is presented to provide a theoretical explanation of the CSR content and applicable terms for communication styles, channels and strategies. This was also used in order to design and conduct our empirical study. Following this chapter is the research methodology, Method of the Research Process (Chapter 3), where we present our research design, strategy and provide the reader with a detailed description of our data collection, analysis and ethical considerations. Our empirical results from our interviews are presented and explained with existing theory concepts, in the Empirical Discussion (Chapter 4). Followed by this chapter, is the Analysis of our Findings (Chapter 5), where we go beyond only explaining to relating and synthesizing theory and empirics. In the Conclusion (Chapter 6), we present our Contributions, limitations, suggestions for future research and practical implications.
In the field of CSR communication, employees have not gained any particular attention within recent academic literature, consequently only a few studies were found to address this perspective. In order to research the field we conducted a combined systematic and traditional literature review, which is explained in the first section. The other sections are divided into three main sections. The first section addresses CSR content by providing an overview of existing literature on CSR and CSR communication. Secondly, we combine theories of CC with theories of PR to explain why we refer to them as communication styles. In the third section we link the findings of CSR and PR to create our communication strategies. We then explore communication channels and end by presenting the correlation between content, strategy, style and channel in our Tailored Internal Communication model.

2.1 Literature Review Process

The purpose of finding relevant literature is to be able to identify what is already known in the fields of PR and CSR in order to indicate how the study would contribute and add something new to the field (Easterby-Smith et al., 2015). In case study research, it has been debated if such understanding will inhibit and limit the findings due to potential biases towards the data (Eisenhardt, 1989). Nevertheless, we argue that our pre-understanding in the field permitted us to make more accurate constructs. We started off by reviewing one seminal contribution from each field: CSR and PR. Seminal contributions are important, since they are seen as central papers in the field and they help to identify necessary keywords in order to search for additional literature. These were considered seminal since they were mentioned in other research papers and had highest citations on Google Scholar. For CSR, Archie B. Carroll is the most cited researcher within the field. He made an important contribution to the field through his pyramid approach, which later was modified together with Mark Schwarz into a three-domain approach (Schwartz and Carroll, 2003). James Grunig, Larissa Grunig and David Dozier are the most cited researchers for PR, and have made several contributions in the field. Their four models of PR and ideas of symmetrical and asymmetrical communication have been known in the field since 1992. What these two seminal contributions have in common is that they have been widely used by both practitioners and researchers, and are central in several other papers. They are listed below together with the number of citations for each:


After reading the seminal contributions, additional searches were conducted systematically using only peer-reviewed journals with an impact factor over 1 with the selected keywords. The keywords used in the initial search were Corporate Social Responsibility, Internal Communication, Communication, Employee and Public Relations. Boolean operators e.g. AND, OR, were used to combine the keywords to delineate the scope and depth of the search
results (Easterby-Smith et al., 2015) Secondly, the articles were put in an excel document to find general themes among them, in order to categorize the content. Thirdly, additional literature was detected by reviewing articles found in the systematic search through snowball sampling. Snowball sampling is when entities that met the criteria are asked to name others who also meet the criteria (Easterby-Smith et al., 2015). In this literature review, the entities can be seen as the articles, where the authors used the references in the articles found to identify other relevant literature for their research. Hence, in this step, we did not use a selected criterion in the search for additional articles and we did not take into account the impact factor of the published journals. Rather, all literature was addressed; hence, it followed a traditional literature review. After the review, we created a tailored communication model (see figure 3), and used it to modify the initial research questions and outline the structure of following chapters. The identification of the limited knowledge for tailored communication towards employees, served as the basis for our continued research. Detailed list of the articles used can be found in Appendix 1.

2.2 Corporate Social Responsibility

This section will start off by reaching a definition of CSR and then move into explaining how to communicate its content. We detected three schools of thought within CSR: one focusing on the corporate responsibility towards society, one towards the responsibility to increase its profits and one towards the latest idea of Creating Shared Value (CSV). Howard Bowen (1953) is cited to be the father of the modern era of CSR and he argued that CSR must involve activities that balance the multiplicity of stakeholders’ interests, not only the interest of the corporation (cited in Carroll, 1991). Thereafter, stakeholder management became a dominant logic in CSR research, in order for a corporation to (1) identify to whom they are responsible and (2) how far that responsibility extends. Freeman (1984) identified stakeholders as “groups and individuals who can affect or are affected by, the achievement of an organization’s mission” (p.46). In contrast, Friedman (1970) presented an opposite school of thought arguing that the only social responsibility of any corporation is to increase its profits and business managers should not engage in CSR activities unless they increase their profit. Archie B. Carroll is one of the famous researchers within CSR and he made an attempt in 1991 to incorporate these two opposite schools of thought through his Pyramid of CSR (see figure 4). Accordingly, he categorized CSR into four domains: economic, legal, ethical and philanthropic.
Even if Carroll’s pyramid of CSR became a leading framework, the priorities for the four domains in the pyramid were questioned (Schwartz & Carroll, 2003). The researchers meant that even if the legal domain is in the bottom, it does not mean that it is less important than the ethical domain. For that reason, they presented a Venn diagram (see Figure 5) and argued that the three-domain approach of ethical, legal and economic domains were better suited (Carroll & Schwartz, 2003). The philanthropic dimension was removed because the researchers believed that such activities were hard to distinguish, and may be purely based on economic interests. We have noticed that much research on CSR has focused on categorizing the different domains (i.e. ethical, legal, economic and philanthropic) separately (Carroll, 1991) or analyzing their overlapping themes (Schwartz & Carroll, 2003). These are important in order to understand the context of CSR. On the other hand, as argued in an article by Ligeti and Oravecz (2009), the “underlying meaning of making profits and running business activities – for the owners and employees alike – is to make the world a better place to live in” (p.137). Thus, we argue that the interdependence between the ethical, legal and economic dimensions has been forgotten. In the 21st century, we can also detect a third school of thought with the ideas of CSV: creating shared value for business and society (Porter & Kramer, 2006). We merge these concepts to define CSR as: Corporate Social Responsibility refers to the responsibility of a corporation to engage in business activities that aim at creating economic and societal value, produced within the boundaries of law, regulations and stakeholder rights.
2.3 CSR Communication

According to Walter (2016), enhanced reputation is the main advantage of successful communication of CSR. Captivating those advantages might not be easy since research on CSR communication has demonstrated that there is a challenge of disclosing too much information, as well as a lack of information about CSR, which have shown to create skepticism among stakeholders (Morsing et al., 2008). According to Du et al. (2010) any discrepancies between stakeholders perceived CSR motives and the corporate stated motives would trigger such skepticism. They argue that CSR communication requires congruence between the social issue and the corporation, which can also be found in Porter and Kramer (2006), who argue that CSR need to be integrated into the core corporate strategy. Tata and Prasad (2015) developed a theoretical model to demonstrate what happens when stakeholders perceive a corporation´s current image to be incongruent with the portrayed CSR image and suggest that communication decrease such incongruence. They define CSR image as “an audience´s perceptions of the organization with regard to CSR issues” (p.768) and argue that in order to decrease incongruence, the corporation need to provide explanations for their CSR actions through communication. The authors does not provide any explanation for what content to communicate in relation to CSR, only how to structure the communication by using impression management techniques. For this reason, we will not further address this study more than highlighting the importance communication play in creating congruent CSR.

Another debate surrounding CSR communication is if it aims at generating a marketing profit, which several authors have addressed (L’Etang, 1994; Dawkins, 2005; Porter and Kramer, 2006), or if it truly is to make a better society. L’Etang (1994) argue that a corporation motivated by self-interest is suspect to consider the need and interest of their stakeholders, and CSR is likely to present a desire for publicity. Morsing et al. (2008) suggest
an approach to reduce the risk of skepticism by starting with the “inside-approach”, which means that corporations need to ensure the involvement of employees in CSR activities before being communicated externally. They argue that CSR communication consist of two processes: expert and endorsement. The expert process demonstrates communication directed towards stakeholders who are already knowledgeable in the area and this communication happens through figures and facts, mostly on corporate websites. The authors argue that it is not enough to only communicate to those expert stakeholders, but also communicate through third parties, e.g. employees and the media: the endorsed process. Endorsed processes are important to avoid CSR to be perceived as having purely a self-serving purpose of generating profit. Even if the study was conducted in a Danish context, the findings demonstrate that CSR communication process cannot be effective unless employees perceive the corporation to be socially responsible.

A study made by Theofilou and Watson (2014), looked at how to minimize skeptics for CSR and found that employees appreciate to influence the decision-making process when it comes to social investments. Other studies for CSR communication have looked at consumer perceptions (Stanaland, Lwin, & Murphy, 2011), employee engagement (Slack, Corlett, & Morris, 2015) and commitment (Collier & Esteban, 2007), and reporting CSR (Nielsen & Thomsen, 2007). The problem with the majority of research in CSR communication is that it rarely addresses \textit{what} to communicate. We refer the \textit{what} as content, and so far research have only presented separate concepts, e.g. social reporting, codes of conduct, instead of bringing them together. In order to answer our research questions, we had to look deeper into the separate concepts of CSR content. Tench, Sun and Jones (2014) distinguish four aspects of CSR communication: (1) explicitly explain what CSR perspectives they have (i.e. values, beliefs), (2) inform the public about CSR actions, (3) ensure that those actions are implemented and measured, and (4) address identified stakeholder concerns relating to corporate behavior. Further, Walter (2016) distinguish another four types of CSR communication: communicating CSR activities to external and internal stakeholders, actively exposing stakeholders interests’, communicate ethical standards and communicate ethical, societal and ecological impacts on products and services. Even if both Tench et al. (2014) and Walter (2016) address content, we criticize these papers since they still do not address the “\textit{what}” enough.

By the following three dimensions of CSR found by Carroll and Schwartz (2003), we believe that we are able to distinguish the content for CSR communication and bring together separate concepts. Below we present Table 1 in order to show content for the three different dimensions of CSR (i.e. economic, legal and ethical).

<table>
<thead>
<tr>
<th>Domain</th>
<th>Definition</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td>Activities intended to generate positive economic outcomes.</td>
<td>E.g. Annual Reports, Investments, Mergers, Partnerships.</td>
</tr>
<tr>
<td>Legal</td>
<td>Activities responding to legal expectations.</td>
<td>E.g. Annual Reports, Laws and Regulations.</td>
</tr>
<tr>
<td>Ethical</td>
<td>Activities beyond legal obligations, expected by general population.</td>
<td>E.g. Codes of conduct, Donations, Environmental efforts.</td>
</tr>
</tbody>
</table>

\textit{Table 1 CSR Content}
Nevertheless, we noticed that some areas have received more attention in research than others, e.g. social reports, codes of conduct and social issues, and we elaborate upon them in the following sections.

2.3.1 Social Reports

Ligeti and Oravecz (2009) argue that “publishing a sustainability report is becoming a widespread practice” (p.148) and is a method that has become very popular to show a corporation’s CSR activities. Corporations focus differently on the dimensions of CSR, with different variations, which create a rather ambiguous picture on how to communicate CSR reports. This was proven in the study of Dahlsrud (2008), who studied how 37 companies defined CSR in their reporting, and found out that those reports are context-specific. The CSR of a business need to be unique and related to their core strategy, and as a result, there are a lot of variations in how to communicate CSR. Corporations also decide freely upon what to report about their CSR issues and how (Coombs & Holladay, 2012). Still, nearly 80 % of the largest 250 companies worldwide decide to issue corporate responsibility reports (Du et al., 2010). Also, CSR reporting is part of company law in for example the UK and USA. Some standards have been developed in order to offer guidance in how to establish CSR reports. One example is the Global Reporting Initiative that presents three main areas to report on for CSR: economic, environmental and social. Those are summarized in table 2.

<table>
<thead>
<tr>
<th>Area</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td>Economic performance, Market presence,</td>
</tr>
<tr>
<td></td>
<td>Indirect economic impacts</td>
</tr>
<tr>
<td>Social</td>
<td>Labor practices, Decent Work, Human Rights, Society</td>
</tr>
</tbody>
</table>

*Table 2 Reporting Measures for CSR (Coombs & Holladay, 2012)*

Another example of such reporting standards is ISO 26000. ISO 26000 is one of many national standards for reporting and is a set of common set of concepts, definitions and methods for evaluating CSR issues (Coombs & Holladay, 2012). According to Tench, Sun and Jones (2014), many companies are over-reliant on communicating CSR through reports and they argue that multiple channels and efforts are needed to ensure that the right content reaches stakeholders and the public.

2.3.2 Codes of Conduct

Another form of CSR communication is those norms and standards regarded as fair from a stakeholder perspective. These are values that are beyond complying with the law and not determined by economic calculations (Blowfield & Murray, 2014). Sustainability has become a major concern for the public, and the term “eco-efficiency” is widely used for businesses to rethink their technologies, products and vision to not harm the environment at the expense of profit (Blowfield & Murray, 2014). Those values are incorporated into the citizenship principle of what research calls code of conducts or standards, together with other principles, i.e. fiduciary, property, reliability, transparency, dignity, fairness and responsiveness. Christy
2.3.3 Social Issues

One important dimension of social issues are those of employees, which address both requirements by law, e.g. minimum wage, but also those beyond legislation, for example issues of diversity, work-life balance or pension provision (Christy, 2015). Many corporations are making various efforts to improve employee well-being and their position in the society. According to Christy (2015), the list of people who experience periods of unemployment due to various reasons, e.g. gay men, lesbians, young people, ethnic minorities, is still growing. CSR activities aimed at improving such conditions and decrease unfair discrimination are important to communicate. Corporations need to define, encourage, monitor and enforce ethical standards of behavior at work. This is similar to codes of conduct and when malpractice occur, it is important that employees feel comfortable to “blow the whistle” as Christy (2015) defines it. Whistleblowing is when an employee reveals information about wrongdoing to those responsible for making it right. It requires a great deal of trust in managers, but will support the enforcement of ethical standards and culture.

Once again, we label these different areas for communication as the content, for which we created our first research question. In the next section, we will look closer at corporate and internal communication in order to understand their roles and functions in CSR communication.

2.4 Corporate Communication

Corporate communication, organizational communication, business communication, management communication, external and internal communication are only some of the many concepts used to link communication to corporations. In the early beginning of corporate communication it involved corporations to present themselves as unified bodies, mostly by interacting with the press (Argenti, 1996). In that way, PR became a central aspect of communication management. In 1995, Van Riel identified three main areas of organizational, management and marketing communication and defined corporate communication (CC) as:

“Corporate communication is an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so to as create favorable basis for relationship with groups upon which the company is dependent” (p.26, van Riel, 1995).

Research within communication has been problematic because it too often emphasizes the intended objectives with communication, e.g. building relationship, improving corporate reputation or identity, rather than the very core definition of communication. Even though it is an instrument to achieve such objectives, communication is at its core a process where a sender transfers data to a receiver through a channel (Meyer, 2014). According to Meyer
(2014), a sender encodes their information into a message that is sent through a channel or medium, and the receiver then decodes the message. Feedback in the process is crucial in order to ensure that the message was understood as intended by the sender. So the very core of communication can be summarized in the communication process (see figure 4).

![Communication Process Diagram]

*Figure 4 Communication Process, Meyer (2014).*

In conclusion, in order for communication to meet any objective, the receiver needs to understand the message through the right channel. Hence, we can illustrate this communication process in a corporate context. For CC, the sender is the decision authority, usually top management, and the audience is the constituencies upon which they are dependent. A corporation’s audience can either be defined as stakeholders (Freeman, 1984) or publics (Dozier et al., 1992). Both stakeholders and publics are people who are associated with the organization, either direct or indirect, such as employees, government, media or shareholders. When an organization communicates with people inside the organization, this is referred to as internal communication, whereas communication that takes place outside the organization defined as external communication (Argentini, 2003).

2.4.1 Internal Communication

Internal communication (IC) is a part of corporate communication, and has been referred to as employee communication. This communication usually is a collaborative effort between human resource and communication practitioners. Kalla (2005) defines internal communication as integrated, “…all formal and informal communication taking place internally at all levels of an organization” (p. 304). According to Welch and Jackson (2007), those levels can involve all employees, the strategic management, day-to-day management, work teams or project teams. The functions of IC is to (1) foster goodwill between employees and management, (2) inform employees about internal changes, (3) explain compensation and benefit plans, (4) increase employees understanding about company objectives, products, ethics, culture and external environment, as well as health, social issues and trends affecting them (5) to change employee behavior toward being more productive, quality oriented and entrepreneurial, and (6) to encourage employee participation in community activities (Argentini, 2003). Welch and Jackson (2007) also added that it strives to increase the awareness of environmental change and promote a sense of belongingness.

In order to do this, employees need to feel secure with asking questions in an open environment. According to Argentini (2003), it becomes important for management to:
Make time for face-to-face interaction that is based on what is important to employees. Those interactions should be based upon two or more critical issues from their perspective, and one from management.

Ensure that the information reaches the employees first, which becomes critical for major changes e.g. layoffs or mergers.

Know what content and through which channel employees want to receive information.

2.5 PR Communication Styles

So far, we have addressed the content of CSR, what to communicate, and roles and functions of CC and IC. We argue that in order to understand how to effectively communicate internally, theories of PR can contribute with important and new insights for communication practitioners regarding style. We refer the PR theories of one-way asymmetrical, two-way asymmetrical and two-way symmetrical as styles. PR is defined as “management of communication between an organization and its publics” (Dozier et al., 1992, p.4), but is commonly confused with marketing and L’Etang (1994) argued that CSR is often seen as a pure PR gain. To distinguish marketing and PR, and strengthen the importance of PR models in internal communication, this section will start off by reviewing existing literature. Thereafter, the different communication styles presented in the seminal contribution by Dozier et al. (1992) will be elaborated on.

The debate within the two disciplines of marketing and PR is centered upon the question if the role of PR is to support marketing or whether it serves a broader social and political function. According to Ha and Ferguson (2015), many exploratory studies have been conducted to establish the relationship between PR and marketing that only have provided evidence that the two disciplines can be distinguished from each other. Broom, Lauzen and Tucker (1991) concluded that the major difference between the disciplines is in the outcomes they seek to achieve. Whereas the goal in marketing is to attract and satisfy customers, or clients, the goal of PR is to maintain good relationships with the public that an organization depends upon in order to achieve its mission. Consequently, the reason for communicating is different. Within the marketing discipline, communication is a reason to keep a market for an organization's goods and services, whereas in PR the reason is to build, maintain and strengthen relationships. Thereby, we decided to follow the initial definition of Grunig and his colleagues (Dozier & IACB, 1992), “management of communication between an organization and its publics” and argue that PR is strongly linked to corporate communication. In the following section, we cover the history of PR followed by the four communication models of PR.

2.5.1 History of Public Relations

For a long time, the dominant logic in PR was that a corporation should pursue the public in a manipulative manner by communicating information that portrayed a good image of the organization. L´Etang (1994) referred to this as the propaganda function of PR and we realize why it was easily confused with marketing. To change the dominant logic, Dozier et al. (1992) argued for a more realistic view of a symmetrical process, in a compromising manner, between the public and the corporation. As a result, two patterns of PR practices, synchronic
and diachronic, were identified until they were revised and expanded into four models of PR: (1) press agentry/publicity, (2) public information, (3) two-way asymmetrical and (4) two-way symmetrical communication (Dozier, Grunig & Grunig, 1995; Dozier et al., 1992). These are outlined in Table 3.

<table>
<thead>
<tr>
<th>Communication Styles</th>
<th>Direction</th>
<th>Level of Involvement</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Press Agentry</td>
<td>One-way</td>
<td>Low/Asymmetric</td>
<td>One-way communication aimed at trying to steer the information to create a positive image of the organization.</td>
</tr>
<tr>
<td>2. Public Information</td>
<td>One-way</td>
<td>Low/Asymmetric</td>
<td>One-way communication aimed at circulating relevant information to the public, but usually only presenting favourable information.</td>
</tr>
<tr>
<td>3. Two-way Asymmetrical</td>
<td>Two-way</td>
<td>Medium/Asymmetric</td>
<td>Two-way communication aimed at trying to change the public. Organization seek feedback in order to be able to adjust their communication accordingly.</td>
</tr>
<tr>
<td>4. Two-way Symmetrical</td>
<td>Two-way</td>
<td>High/Symmetric</td>
<td>Two-way communication aimed at balance the interest of the public and the organization. Engage in a dialogue and negotiation between the parties.</td>
</tr>
</tbody>
</table>

Table 3 The 4 Models of Public Relations (Dozier et al., 1992)

Dozier et al. (1992) was convinced that the way to excellent communication programs is to practice two-way symmetrical communication. Yet, many practitioners of PR believed that it did not work in practice, only in theory. In practice, the argument was that PR professionals used both asymmetrical (compliance-gaining) tactics and symmetrical (problem-solving) tactics (Dozier et al., 1992). The questions regarding if two-way symmetrical communication worked in practice, resulted in the mixed-motive model by Grunig, Grunig and Dozier (2002). In the mixed-motive model, the degree to which the communication is one-way directed and asymmetrical or two-way directed and symmetrical depends upon if the dominant coalition or the public dominates. In the middle there is a win-win situation, in which no party tries to dominate the other. With empirical evidence, the researchers re-claimed that two-way symmetrical communications were the characteristics of excellent public relations. The next section will elaborate upon symmetrical and asymmetrical communication styles respectively.

2.5.2 Symmetrical Communication

Symmetrical communication takes place through dialogue, negotiation, listening and conflict management, and thereby it is always two-way directed. According to Dozier et al. (1992), the fundamental basis for symmetry is adjusting the relationship between the corporation and public through a two-way, dialogic communication. Grunig et al. (2002) argues that such symmetry “balance the interest of the organization with the interest of public on which the organization has consequences and that have consequences on the organization” (p.11). Findings of Dozier et al. (1992) show that publics are more likely to be active when (1) they perceive what an organization does involves them, (2) the consequences of what an organization does is a problem and (3) they are not constrained from doing something about it. This is referred to as level of involvement, problem recognition and constraint recognition. Another view on symmetry is presented in a more recent work by Holtzhausen (2000). The
author follows postmodern thinking and argues in favor for dissymmetry, where PR practitioners’ intent is to identify tensors between the corporation and the public in order to let new solutions to problems emerge. This is based on the argument that true consensus (i.e. two-way symmetrical communication) is impossible. We criticize the work of Dozier et al. (1992), since it would be impossible as Holtzhausen (2000) argue to always use two-way symmetrical communication, especially for large corporations. Still, we highlight that the purpose of symmetrical communication is to balance the interests between public and organization through a dialogue. We argue that it is the involvement of the public that matters for symmetrical communication, and not if consensus is reached or not. The role of PR practitioners in the two-way symmetrical model is to engage in a discussion and dialogue on issues, and involve the public in the decision-making process.

2.5.3 Asymmetrical Communication

Asymmetrical worldviews refers to an attempt to “change the behavior of the public without changing the behavior of the organization” (Dozier et al., 1992, .39). Thereby, the communication can either be one-way or two-way directed to the public. In asymmetrical communication, leaders of the corporation are seen as the dominant coalition and outside efforts from stakeholders to change the corporation are more likely to be resisted (Grunig et al., 2002). Asymmetrical communication is seen as imbalanced: information leaves the corporation and tries to change the public, in a manipulative manner (Dozier et al., 1992). The imbalance is what differs asymmetrical from symmetrical, since in symmetrical the communication is balanced: it adjusts the relationship between the public and the organization, and both parties equally dominate.

Early one-way communication models included press agentry and public information, models that both aim at changing the behavior of the public without changing the corporation. One-way models are always characterized by asymmetry, since the purpose is to disseminate information directly to the public, a monologue usually through the media (Dozier et al., 1992). The purpose of such communication is to provide information from the corporation to various publics, but not the other way around (Dozier et al., 1995). L´Etang (1994) argue that these one-way approaches to communication have a propaganda function relying on half-truths and exaggeration to manipulate those who receive it. We criticize these ideas and argue that it is not necessarily manipulative, rather based on the argument that managers cannot always involve publics in their decision (Welch & Jackson, 2007). Communication will always have persuasive aspects, which is not necessarily bad.

According to Dozier et al. (1995), two-way asymmetrical models are more sophisticated than one-way communication practices since the communicator has to gather information about publics before making decisions. Still, they are asymmetrical since the purpose of gathering information is not to collect feedback as an attempt to change the corporation, rather to adjust the communication so it is more likely to persuade the public (Dozier et al., 1995). Thereby it is the purpose behind the reason for collecting information about the public that distinguish the two-way asymmetrical from the two-way symmetrical model.
2.6 Communication Strategies

So far, we have presented CC and PR separately, but in this section we are going to present and explain their interdependence. Two papers were found that previously have addressed CC and PR combined and constructed three different communication strategies each. Kalla (2005) presented an integrated internal communication model and argued that the strategy applied depends on if the communication process leads to an action from both parties, the sender and receiver. The author distinguishes three different strategies: interactive, informing and communicating. An interactive strategy involves communicating with the receiver in a dialogue, which is seen to be most effective. This can be distinguished from (1) an informing strategy, where the sender sets the content, and (2) communication, the sender seeks feedback from the receiver. Morsing and Schultz (2006) added CSR into their research, but addressed the same logic by arguing that there are three strategies: (1) involvement strategy (2) response strategy and (3) information strategy. What differs is the direction and level of involvement that the sender seeks from its receivers. Even if Kalla (2005) interpret effective communication from if it leads to an action or not, and Morsing and Schultz (2006) looks at the level of involvement, the strategies of both are related to communication models of PR.

Morsing and Schultz (2006) argue that in the information strategy, the organization tries to “give sense” to the audience by producing information as objectively as possible, with the intent of informing the public rather than persuading. Management decides the message and when purpose is to inform the public, practitioners can use one-way asymmetrical communication styles. In the response strategy, the organizations instead try to “make sense” of how the public is responding to the CSR content communicated. Kalla (2005) referred this as communicating, where there might not be an action from behalf of the corporation. The intent is to collect feedback in order to measure if stakeholders have understood CSR or not and a response strategy is dependent upon two-way asymmetrical communication styles, since the corporation collects responses, but it might not lead to a change from the corporation.

These two differs from the involvement and interactive strategy where both the corporation and stakeholders are involved in the decision-making process for CSR. Both parties are trying to influence each other equally, which is related to two-way symmetrical communication. The purpose is to involve publics into the decision-making process. In later research, Morsing (2006) elaborated upon these aspects but labeled them as the information strategy and the interaction strategy in relation to CSR. According to the author, an organization should “design a strategic CSR communication model that informs stakeholders about CSR activities while at the same time invites interaction with stakeholders about the corporate CSR activities” (Morsing, 2006, p.245). In addition, Morsing together with Schultz and Nielsen (2008) found that CSR needs to start with the employees through an “insider-approach”. Thereby they argued that an involvement strategy is essential before any CSR activities are communicated. In contrast, Welch and Jackson (2007) argue that it would be impossible for senior management to always include employees in decision-making processes, except for very small organizations. Following this argument, we realize that
always involving employees would be impossible and argue that communication practitioners need to know how employees prefer CSR content to be communicated. This means that the corporation does not need to rely on a single strategy, e.g. information, involvement or response. The different strategies are outlined in table 4.

<table>
<thead>
<tr>
<th>Communication Strategies</th>
<th>Style</th>
<th>Strategy</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Two-way Asymmetrical</td>
<td>Response Strategy</td>
<td>Gather information to make sense of CSR initiatives</td>
</tr>
<tr>
<td></td>
<td>Two-way Symmetrical</td>
<td>Involvement Strategy</td>
<td>Dialogue where each party persuade each other</td>
</tr>
<tr>
<td></td>
<td>Two-way Asymmetrical</td>
<td>Communication</td>
<td>Two-way exchange without action</td>
</tr>
<tr>
<td></td>
<td>Two-way Symmetrical</td>
<td>Interactive Communication</td>
<td>Interactive two-way exchange resulting in an action</td>
</tr>
<tr>
<td></td>
<td>Two-way Symmetrical</td>
<td>Interaction Strategy</td>
<td>Enhance stakeholder dialogue</td>
</tr>
</tbody>
</table>

Table 4 CSR Communication Strategies

2.7 Channels

So far, we have presented the *how* CSR content can be communicated by using different PR styles, and illustrated them in three different strategies. Styles are accompanied by different channels, since a channel is a core component in the communication process: the medium through which employees receive the message. There are a variety of channels that a corporation can use to communicate CSR content to employees. We will examine the different channels through which the different communication strategies can be transferred by distinguishing three different categories: face-to-face, computer-mediated two-way and one-way channels, and printed media. According to Ean (2010) face-to-face channels are conversations that one has face-to-face, and “this type of communication enables a person to hear and see the non-verbal communication conveyed by the sender and respond with feedback straight away” (p.40). This is the richest medium and has been found to be what most employees prefer. Face-to-face communication often takes place through meetings, which serves as a good venue for discussions and are effective for delivering information (Uusi-Rauva & Nurkka, 2010). Face-to-face channels are most effective when the information is complex, since it facilitates immediate feedback, natural language and personal focus.
(Men, 2014). Engaging in face-to-face communication can be time-consuming. Welch and Jackson (2007) argue that it would be unrealistic to always expect management to include employees in planning strategies. This can also be found in the study of Uusi-Rauva and Nurkka (2010) where employees also agreed that simple messages are better communicated through one-way channels since they do not have enough time to always attend meetings. In contrast, White et al. (2007) found that even if employees agreed that e-mail is efficient for information, the preference was still face-to-face interaction.

One-way communication is of importance when the purpose is to create consistent messages, here the organization can use computer-mediated or printed media (Crescenzo, 2011). Computer-mediated channels are forms of communication using computer and Internet network (Ean, 2010), e.g. Web 2.0, social media, multimedia and intranets. According to Crescenzo (2011), printed media is used to steer people to the Internet or educate them on specific topics. Print media equals information that is printed to papers e.g. brochures, letters, and corporate newspapers. The purpose of one-way communication is to create consistent messages without the function of receiving feedback. Computer-mediated communication can be two-way directed as well if it enables employees to communicate with top management (Dozier et al., 1992). An example of this is social media platforms that allow employees to leave feedback immediately through commenting fields and for this reason, computer-mediated communication can be used for two-way purposes (Men, 2014).

Another channel that is widely used is the intranet. Intranets allow organizations to create a common platform where employees can discuss issues with management and each other. According to Crescenzo (2011), there are three components of a good intranet, (1) there needs to be information and work tools, (2) opportunities for employees to voice their opinions and take part in discussions, and (3) multimedia components such as videos and podcasts to entertain. Most importantly, the intranet need to be aligned with the corporation and create valuable content for employees that is both entertaining and interesting to them. Even if White et al. (2010) found that employees have limited time for surfing and browsing, corporations are increasingly using computer-mediated techniques to facilitate two-way communication that allows employees to communicate with each other and with management (Crescenzo, 2011). Therefore, we argue that two-way computer-mediated communication that facilitates a dialogue and enables the employee to leave feedback can be used for two-way asymmetrical and two-way symmetrical purposes. It is worth to notion that face-to-face communication will still be the richest human interaction and an appropriate type when the purpose is to build interpersonal relationship (Ean, 2010) and create a sense of community (White et al., 2010) as in symmetrical communication.

According to White et al. (2010), “employees who were most satisfied with internal communication were those who received information from a variety of sources, including interpersonal channels.” (p.74). This indicates that organizations need to find a good balance from the variety of channels, and choose the most appropriate communication channel depending on the strategy and style.
2.8 Concluding Remarks

Our frame of reference has addressed the content of CSR, which we refer to *what* to communicate. The content is equal to the various ways in which corporations can construct their messages for communicating CSR to internal audiences. We used the dimensions of Schwartz and Carroll (2003) to focus on content and found additionally three content areas: social reports, codes of conduct and social issues. Dawkins (2005) argued that stakeholders will not be equally interested in all those areas of content, and communication practitioners need to “tailor the content, style and channel of communications to the different expectations of the various stakeholder audiences...” (p. 119). We criticize his work, as it is not clear what this tailoring process particularly means, and we argue that tailoring involves exploring stakeholder preferences for content, style and channel in order to communicate effectively. As noted in the introduction, this is to reduce the risk that stakeholders become skeptic for the motives behind CSR. Dawkins (2005) also do not address what is meant by style, but since we had intent to provide an innovative perspective on PR that differs from the current marketing perspective, we referred style as the PR models: one-way asymmetrical, two-way asymmetrical and two-way symmetrical communication. We also argue that this is an important contribution, since much research has forgotten the strong link PR has to corporate communication.

We also reviewed literature on CC and IC, and as found by Argentini (2003), the problem at many companies is that senior managers do not involve lower-level employees in most decisions, resulting in that the employees feel alienated and unwilling to collaborate. In order to solve this, managers need to recognize that when employees feel that they are heard, they will be excited about work and connected to the company’s vision (Argentini, 2003). Ligeti and Oravecz (2009) found in relation to internal communication for CSR that if employees are bombarded with too much information, they will become disinterested and might lose their curiosity for CSR. In contrast, White et al. (2010) found that direct dissemination from the top reduced uneven distribution of information and that employees want to be in the loop and informed about things that happen in the corporation. In relation to these various findings, we can conclude that the real challenge for CSR communication from an internal perspective is to find out what Welch and Jackson (2007), as well as Argentini (2003), argue for: employee preferences for content, style and channel. Therefore, literature on channels was also reviewed, and the relationship between content, style and channel can be illustrated in figure 5. Our figure is built upon the communication strategies presented by Morsing and Schultz (2006) which merged models of PR with CC and CSR. Kalla (2005) is not further addressed since her model is limited to internal communication and not presented from a CSR perspective.
This model is an extensive tool for exploring employee preferences for strategy, style and channel in relation to the content of CSR. What we want to emphasize is that corporations do not need to rely on a single strategy, rather use the strategy dependent upon what their purpose for various content is. To illustrate, whenever the purpose is to inform employees about already decided content, e.g. codes of conduct, one-way asymmetrical communication styles and computer-mediated one-way channels or printed media are more appropriate. The constructs in our model clearly demonstrate the found relationship between strategy, style and channel. The model will be used to explore if content matters for employee’s preference for involvement, response or information strategies, and how employees perceive different styles, and through which channel they prefer to communicate with management. The model will help us answer our research questions. Our intent is to verify these findings and let other themes emerge from our results to see how the model might be modified and adjusted towards the end.
3 Method of the Research Process

This chapter provides the reader with a presentation of the motives behind our chosen steps in the research process for our case study. In a logic manner, the chapter contributes with information and argumentation for choosing a qualitative approach as our method design. The method selected gave us the advantage of researching the field of CSR communication from employee preferences. First, the research approach and design of our study is presented. Secondly, our motives for choosing a single case study design with a presentation of the selected case in the service industry are specified. In the end, we account for how the data will be collected, analyzed and how the trustworthiness of our study was addressed.

The selected research design and decided research approach of our study implies that we are taking a relativistic ontology perspective regarding the nature of reality in our case study (Easterby-Smith et al., 2015). By taking this philosophical perspective, we accept that there are many naturally existing truths in nature, and a relativistic perspective is emphasized in our study since we incorporate the unique answers and observations made to generate new knowledge to the field of CSR Communication. From the answers gained through the interviews and observations made in our qualitative data collection, we are familiar with the respondents’ uniqueness and different truths. Continuing with our epistemology view, we are inquiring the field of CSR communication following a social constructionism approach. Social constructionism is appropriate for our case study since we made a qualitative data collection in order to collect the different preferences from employees and use their unique answers to understand CSR communication.

3.1 Research Approach and Design

Creswell (2014) defines three main research approaches to be qualitative, quantitative and mixed methods. Quantitative designs are suitable when the interest is to study relationships between phenomenon, e.g. something is less or more than the other, whereas qualitative research look at how people assign meaning to phenomenon (Easterby-Smith, Thorpe, & Jackson, 2015). A mixed method combines the quantitative and qualitative. Since the aim of our thesis is to understand how the content, style and channel of communication affects how CSR is communicated and explore this from employee preferences, the empirical focus lay in the meaning respondents ascribed to the issue. According to Creswell (2014), a qualitative research is conducted in the respondent’s setting, collecting their meaning to make interpretations from the data collection. For that reason, we consider our thesis to be more appropriate for a qualitative research design.

3.1.1 Qualitative Research Design

A qualitative research design aims at constructing the data collection and analysis to explore the meaning humans illuminate to the issue (Easterby-Smith et al., 2015), in our case employee preferences for CSR communication. We saw it necessary to collect personal preferences to get an inside perspective to be able to answer the research questions of our study. We embraced the relevance for opinions and attitudes, instead of working with statistical numbers and close-ended questions as in a quantitative research process (Creswell,
Furthermore, quantitative research aims at forecasting objective theories by examining relationships between stated variables through hypothesis testing (Creswell, 2014). However, since the purpose of our research was to understand employee preferences from data collected, rather than to measure and test variables from theory, we argue for our use of qualitative research.

### 3.1.2 Abductive Approach

This thesis takes an abductive approach to the research conducted. According to Dubois and Gadde (2002), the approach is equal to systematic combining where empirical fieldwork, theoretical framework, and case analysis evolve simultaneously. This contrasts to inductive approaches, which move from observations and where constructs emerge from the data, and deductive approaches, that start with a general theory to be verified. The purpose with our thesis was to understand employee preferences; hence, in order to do that, we needed a theoretical framework. Most case studies are inductive, letting the theory emerge from the data, since this is valuable for the in-depth understanding of the study (Siggelkow, 2007). We argue in line with Eisenhardt (1989), that a prior specification of construct, through our frame of reference (see chapter 2), enabled us to measure constructs more accurately, but were also flexible enough to let new theories emerge from the data. Thus, we follow a more abductive approach that according to Dubois and Gadde (2002) involves going back and forth between framework, data sources, and analysis. To apply this in our research, we had our current framework, but systematically modified those stated frameworks by adding emergent theories from our data collection and analysis. We are aware that there are other views on abductive approaches, who argue that theory obtained from new data needs to be tested (Saunders, Lewis, & Thornhill, 2016). Even though, we argue for the systematic combining approach developed by Dubois and Gadde (2002), which does not necessarily involve testing data collected, rather using it to systematically match reality with theory.

### 3.2 Research Strategy

In order for us to follow the purpose and answer the research questions of our study, the research strategy was planned accordingly. By the decision to follow a qualitative research design with an abductive approach, we found that the most appropriate solution to investigate the field of CSR communication from an employee perspective was to investigate it with data collection from employee opinions. Since the aim was to both match findings with theory and let new insights emerge from the data, we needed a strategy that were somewhat inductive. Inductive approaches to research usually follows either grounded theory or case study (Easterby-Smith et al., 2015), since the aim is to make interpretations of the data collected. Grounded theory was developed by Glaser and Strauss (1967), and aims at looking at the same event or process in different settings to generate theory from data and observations. Case study is similar, but aims at analyzing a particular case in-depth, e.g. program, individuals or corporations, over a sustained period of time (Creswell, 2014). With these two methods in mind, we decided to choose a case study in order to get in-depth understanding for employee preferences in CSR communication. This was also justified by our interest to work closely with one corporation, in order to understand those preferences in-depth.
3.2.1 Case Study Research

In a case study research, the focus is on understanding the dynamics present within single settings, that is the selected case (Eisenhardt, 1989) and cases are either single or multiple (Yin, 2014). Cases can also be intrinsic, instrumental or collective (Cousin, 2005). Eisenhardt (1989) argue that if selecting multiple-case studies and analyzing them cross case, the danger that researchers reach false conclusions are reduced by looking at the data in divergent ways from multiple sources. They are also typically providing a stronger base for theory building (Yin, 2014). With the advantages of multiple-cases in mind, our choice of a single case study can be questioned, but Stake (1995) argue that one of the rationale of selecting single case study is to study extreme, unique or rare cases. We also used theoretical sampling to argue for the relevance of using a single-case study. Theoretical sampling is defined by Eisenhardt and Graebner (2007) and is based on that researchers choose cases because they are particularly suitable for illuminating meaning and relationship among constructs. Our choice to study one hotel in the service industry was selected due to that they are unique examples of implementers of CSR and need to take economic, environmental, social and ethical considerations though the whole value chain as they operate with several suppliers and stakeholders (Gardetti & Torres, 2016).

Additionally, since the purpose of our study is to understand how employees prefer CSR to be communicated, the study follows an intrinsic design. An intrinsic design aims at understanding what is happening in the particular case and not necessarily to generalize the findings further, which is the purpose of instrumental and collective cases (Cousin, 2005). For these reasons, we believed that using a hotel would offer a rich understanding of employee preferences for CSR communication.

3.2.2 Presentation of Case - Clarion Hotel Post

Our case, Clarion Hotel Post, is located in Gothenburg and is one of the hotels in the hotel chain Clarion in Nordic Choice. Nordic Choice is one of the largest hotel groups in the Nordic region and their hotel chains operate on three equally weighted bottom lines of people, planet and profit (Nordic Choice Hotels, 2016a). Nordic Choice has developed a strong responsibility throughout the whole value chain to operate as a sustainable corporation. Their aim is to reduce their impact on the ecological environment and make their footprints of a sustainable business in the industry as an example for others. To mention some examples, the hotels have been using organic food since 2008 at their breakfast buffet, they cooperate with WWF to avoid putting further pressure on endangered species and they use smaller plates to reduce food waste.

In addition to such matters, they also apply ethical guidelines and codes of conduct for all employees. When looking at Clarion Hotel Post in Gothenburg, they also have shown great interest in sustainable matters. Since the start in 2012, the hotel has undertaken several projects to show their concern in social responsibility. Some examples to mention are the rainforest fund, the cleaning of Gothenburg together with the city municipality and the shoe
help where they collected shoes for refugees. A more detailed description of the case is provided in our empirical discussion (see section 4.1).

3.3 Data Collection

Using a literature review to case studies has been debated from various perspectives, where the main argument is that is questions the ability to let theory emerge from the data (Easterby-Smith et al., 2015). Nevertheless, we argue that the literature review was essential to be able to increase our understanding and knowledge within communication and CSR. In case study research, data collection is conducted from multiple methods, e.g. interviews, observations and archival sources (Eisenhardt, 1989). Further, Eisenhardt (1989) argue for combining qualitative and quantitative data collection methods, since quantitative measures can reduce the risk that researchers make false impressions from qualitative data. By using highly knowledgeable participants from different functional areas with different exposure to CSR, we will be able to create a rich data collection with diverge perspectives without using quantitative methods. Such an argument is made in Eisenhardt and Graebner (2007). In the first step of our data collection, the aim was to review archival sources of the chosen case, Clarion Hotel Post. In meetings with our supervisor at the hotel, a human resource manager, we received corporate documents on CSR activities, codes of conduct and corporate values. These documents gave us knowledge in order to increase our flexibility during the interviews (e.g. asking follow-up questions, answering respondents’ questions) and get a more coherent picture of the case. The next step was to conduct on-site observations and in-depth interviews with employees through primary data. These in-depth interviews were conducted in Swedish, and then translated into English. Through such in-depth interviews researchers are able to advance their research with a deeper perspective from the case, since participants get the possibility to express their feelings and perspectives, while researchers get the opportunity to collect significant information for their continued study (Easterby-Smith et al. 2015).

3.3.1 Interview Sessions Site

We developed the questions to be used in the interviews by reviewing our stated research questions as a basis. By doing this, we increased the relevance and likelihood that we are able to answer them in the data analysis and reach a conclusion of our thesis. Interviews were in-depth interviews, face-to-face, where the authors met one employee at a time, considering the anonymity and the integrity of each respondent in the study. During four days at the hotel, we arranged 20 interview sessions where we met the employees in their familiar surroundings. According to Legard, Keegan and Ward (2003), it is important that the interview environment is private, quiet and physically comfortable. Following their argument, the sessions were held in a large conference room at Clarion Hotel and each session was about 20-30 minutes. The sample collection and choice of respondents in the interviews was met by the criterion of being employed at the hotel. On beforehand, we met our supervisor at the hotel in order to discuss and agree upon which respondents to include. We demanded respondents from different departments and during our days at the hotel, our supervisor chose respondents because we wanted to ensure that their participation was entirely voluntary. Employees from the restaurant, reception, cleaning, load-in, marketing and breakfast participated in our study.
In the beginning of each session of the interviews, we defined the motives behind our study, assured that the participation was voluntary, asked for permission to record the interview, and assured their anonymity of taking part in our study. The interviews were recorded with the purpose to increase our credibility, and we ensured that those would not be shared with a third party at any time. Because of the recordings, we were able to listen, track and transcribe the primary data from the interviews, to memorize the full content of the interviews and not miss unique material for our continued data analysis. Since the interviews were held in Swedish, they needed to be translated, and as a consequence, some words could not be directly translated due to language differences. Whenever we had to make substantial alterations of words, those were explained in footnotes. In each interview session, one of us were asking the questions and was responsible for the conversation, while the other worked as an observer, taking notes. The observer had the chance to ask follow-up questions in the end if anything was missing or unclear in the notes. According to Eisenhardt (1989), this is important since it enables the case to be viewed from two different perspectives, one perspective of personal interaction and one from a more distant view.

3.3.2 Interview Questions

In order for us to reach a deeper understanding of the CSR communication, the interviews were decided to be a mix of highly-structured and open-ended questions, where each respondent would get as much opportunity as possible to answer the question from his/her perspective of CSR communication in their workplace. Each session was opened with a broader question regarding the respondent's familiarity with the concept of CSR to broaden their perspective of what the continued questions would embrace. If the respondent were familiar with the concept, the session continued. If not, the interviewer used papers with words associated to CSR at the hotel to make the respondent understand the interview context. Thereafter, the questions asked were a mix of highly structured questions and some open-ended, since we wanted to avoid the risk of asking leading questions. The interview questions can be found in Appendix 2.

3.3.3 Exercise and Scenario

Besides asking highly structured and open-ended questions, we decided to hold one exercise in each interview, combining the CSR content at the hotel with communication (see Appendix 3). In the first part, the respondents had to tell what CSR content was more relevant or interesting to them and why. In the next part, three different communication styles and their following channels were presented and explained. Respondents were expected to put the CSR content under the communication style preferred. In this way, we gained deeper knowledge in how the content might affect employees preferred communication style and channel. To address preferred communication styles further, we created one question that was built upon a scenario for the employees, where they were asked to make a decision regarding communication processes for a new CSR initiative. Respondents were given three alternatives, and expected to motivate and explain their choice for one of them, or come up with an own alternative. The scenario case increased our ability to reflect upon how CSR content was linked to the respondents’ preferences for involvement, response and information strategies. The collection of the primary data from the interviews
was later used to answer the stated research questions and through the data analysis contribute to theory within the field.

3.4 Data Analysis

Secondary data were analyzed before the interviews were conducted in order for us to increase our knowledge about the case. Thereafter, interviews and respondent’s answers were organized by using two different types of thematic analysis. This will be explained in the following sections.

3.4.1 Secondary data

Archival sources from the hotel were analyzed by first trying to familiarize with Clarions work for CSR. We summarized activities and the content communicated by the hotel in order to categorize their work for CSR. This resulted in four main themes: stakeholders, environment, social and economic, that were later used in our exercise, and took inspiration from the four dimensions found in our frame of reference (i.e. ethical, legal, economic). Also, we categorized their communication channels by using existing theories of styles and strategies. The analysis of secondary data followed a thematic analysis built on our theoretical framework. Other relevant information, e.g. corporate information and values, were read in order to increase our knowledge about the hotel and present their CSR content.

3.4.2 Primary data

Even if the purpose of this thesis is to understand employee preferences for CSR communication, we wanted to be able to find patterns along the data, in order to reach a conclusion that contributes to theory. When conducting case study research, the main methods to use are those that let patterns and themes emerge from the data, which we refer to as content, grounded or thematic analysis. These methods of analysis differ in the way researchers look and interpret the data. What they all have in common is that they look for patterns in the data that can be coded and categorized into different themes. Whereas content analysis is focused on frequencies and counting how many times words and phrases appear, grounded analysis focuses on coding and recoding in order to ensure that the result can build theory (Easterby-Smith et al., 2015). Thematic analysis is similar to content but pays greater attention to qualitative aspects of the data collected, not on counting its frequencies (Braun & Clarke, 2006). Also, by following an abductive approach, grounded analysis is too inductive with the aim of letting all theory emerge from the data. Whereas we want to both address emergent and theoretical themes, thematic analysis is appropriate for the purpose of our study.

Thematic analysis requires the identification of themes within a data set, according to Braun & Clarke (2006) “a theme captures something important about the data in relation to the research question, and represents some level of patterned response or meaning within the data set” (p.10). Thematic analysis exist of two approaches; one inductive and one theoretical. What differs is the extent to which existing theory is linked and used in the data analysis (Braun & Clarke, 2006), which as earlier mentioned have been a debate within case
studies. For us, it became important to have some pre-understanding of CSR communication and let other themes emerge from the data. In order to do this, we used both inductive and theoretical methods for our data analysis. The purpose of the exercise and the scenario was to determine through which channels and what style employees preferred, and those were based on existing theory of PR and channels. When analyzing the interviews, answers regarding the scenario and exercise were categorized using our already established themes: environmental, economic, stakeholder and social, and one-way, two-way asymmetrical and two-way symmetrical and their respective channel. This process is outlined in Appendix 4 and represents a theoretical thematic analysis that provided us with the themes for content, strategy, style and channel.

The questions that were more open-ended were analyzed using a more inductive thematic analysis. Inductive thematic analysis has the purpose of coding the data without trying to fit into a pre-existing theory or theme (Braun & Clarke, 2006). This method is data driven, and important for open-ended questions that does not approach the research questions directly. Those were used in order to let other themes emerge, given that it is important for case study research. For both methods, the first step was to familiarize us with the data collected. This was done through creating transcripts of recordings that was repeatedly read in order to identify patterns and meanings within the data set. The transcript presented in Appendix 5 represents all the citations from which we created our themes. For the theoretical thematic analysis, answers from the exercise were put below their respective theme, which enabled us to identify patterns regarding what content is more relevant and what style is preferred.

Inductive thematic analysis requires coding, where a code identifies a feature of the data that appears significant to the researcher (Braun & Clarke, 2006). This is the first step, and those are later developed into themes of broader groups, when initial codes have been analyzed. We were looking for those patterns or features that were repeated in the data collected. The repeated patterns were then used to identify themes, were several codes can be collated into a theme, and those were re-evaluated and revised until we found our common themes for the data. As such, we were able to both gather data from pre-determined themes, but also let themes emerge from the data. We believe that through our data analysis we have gained in-depth understanding of employee preferences from different perspectives regarding content, style and channel, which was the purpose of our research.

3.5 Trustworthiness and Ethical Considerations

There are three general concerns about case studies as an empirical inquiry: (1) they are not as rigor as other research designs, (2) studying specific cases raises the question whether they can be generalized to broader populations or not, and (3) the data produced allow the researchers to make interpretations freely (Easterby-Smith et al., 2015). A similar concern has to do with the case selection (Eisenhardt & Graebner, 2007). To deal with these concerns, Yin (2014) suggest that a case study research need to follow a clear research design before any data is collected that covers the main questions or presuppositions, the unit of analysis, and the procedures for analyzing the data. Our study has followed the research design and method presented here, used highly structured and open-ended questions, and used tape recorders to avoid making any interpretations from the data that were not expressed by respondents. A hotel was specifically chosen to intensify the results of our study. Hotels are
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particularly suitable to illuminate employee preferences for content, style and channel, as CSR is consistent along the value chain of hotel corporations. With these critiques in mind, we found a single case study to be meaningful and uniquely interesting for the analysis of our research findings.

In addition, a main concern with qualitative research is the lack of scientific rigor and the higher risk of researcher biases compared to quantitative research (Cope, 2014; Shenton, 2004). Qualitative researchers do often refer to the dimensions of trustworthiness presented by Guba (1981), to treat concerns regarding qualitative research designs. These will be explained in the following sections and we will explain how we dealt with these issues in order to strengthen the trustworthiness of our research, and to ensure that the findings are of transparent subjectivity.

3.5.1 Credibility

Credibility has to with the truth-value of the findings (Krefting, 1991). According to Guba (1981), credibility refers to how researchers deal with the factors affecting the situation under study that causes problems of interpretation, e.g. distortions produced by the presence of researchers or biased interpretations. Also, Krefting (1991) explains that it concerns how well the multiple realities discovered by informants are represented. To reduce such factors, we took three actions (1) persistent engagement at our hotel for a whole week, (2) member checks where the authors received feedback from employees concerning the interview process, (3) triangulation was used through conducting a literature review, using both highly structured interviews with elements of scenarios and exercises for the respondents, and analysis of corporate documents. Shenton (2004) also suggest another form of triangulation to increase credibility by using a wide range of informants. This was addressed by using respondents from various departments within the hotel. We followed Krefting (1991), and made an accurate description of our findings through our empirical section and each theme can be found in Appendix 5.

Letting our supervisor decide the respondents for our interviews might question the credibility of our findings, since it increases the risk that our supervisor chose respondents that were more likely to tell us what they wanted. To eliminate the risk, we discussed this before and agreed upon using respondents from various departments to get different perspectives. Shenton (2004) also argue that frequent debriefing sessions are essential to ensure that the vision of the researchers may be widened by others opinions, and alternative approaches discussed. This was done through our seminars during the semester were we had access to a group of students giving us feedback and response throughout our research process. According to Cope (2014), an important step is to use member checking where the researcher communicates a summary of the themes that emerged and requests feedback from respondents. Due to the limited time frame available, we did not have time to check with all respondents. Still, a summary of all our themes and a draft of the report were sent to our supervisor at the hotel. After reviewing our report, we met up in order to discuss and receive feedback on our results. The report was then adjusted accordingly.
3.5.2 Transferability

Transferability refers to how our findings can be transferred into other contexts, but for a qualitative research this can be hard to accomplish. According to Shenton (2004), findings from qualitative projects are specific to a small number of particular environments and individuals; it is impossible to demonstrate that those findings can be applicable in other settings. Especially in case study designs, since the aim is to look in-depth at one or several cases. To increase transferability we (1) used theoretical sampling, (2) collected thick descriptive data, and (3) developed thick description of the context. According to Cousin (2005) generating thick descriptive data can be hindered by limited access to authors, events and settings. Our choice of using a hotel was selected due to that they are a unique examples of implementers of CSR along the value chain, which is called theoretical sampling (Eisenhardt & Graebner, 2007). Through our supervisor at the hotel, access to all data was ensured, and interviewing respondents from different functional areas allowed us to collect thick descriptive data. Several perspectives were covered which enriched our data further. After conducting an extensive literature review and presenting the case selected we additionally covered thick description of the context. Even if this has been discussed to reduce the extent to which theory emerges from the data (Eisenhardt, 1989), the aim of this thesis was to understand the particular case of a hotel, and not necessarily to generalize. According to Krefting (1991), generalization in qualitative research is not relevant in many research projects, since each situation is defined as unique. Some interpretations of the data were still made, and in order to ensure sufficient descriptive data, the data were transcribed and presented in Appendix 5.

3.5.3 Dependability

Dependability refers to the reliability of the study, and has to do with employing techniques to show that if the work were repeated, similar results can be obtained. Since this is a qualitative research, focusing on the way humans assign meaning to CSR and their preferences, those would likely create variations in other settings. As a result, the qualitative field is complicated with unexpected variables that cannot be controlled and will occur (Krefting, 1991). Shenton (2004) follows this argument, and state that dependability have to be increased by ensuring that the research process is reported in detail in order for future researchers to repeat the work, but not necessarily reach the same results. We addressed dependability by clearly presenting the research process in our methodological session.

3.5.4 Confirmability

Confirmability refers to the objectivity of the study, and was covered by using (1) triangulation, (2) providing rich quotes from our respondents, (3) recognition of shortcomings of case study research, (4) practicing reflexivity. During our process, we realized that our quotes were translated from Swedish and some words were hard to directly translate. Those words were presented using footnotes with the intention to increase our confirmability. Besides using highly structured interviews with both elements of scenarios and exercises, as well as conducting a literature review and analyzing corporate documents, this study also interviewed respondents from different departments. Hence, various
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perspectives were covered through triangulation. According to Cope (2014), confirmability is strengthen by providing rich quotes from respondents, which we addressed by transcribing and presenting those quotes used in Appendix 5. Additionally, Shenton (2004) argues that recognition of shortcomings in the study method and their potential effects also increase confirmability. This was presented in our section limitations (see section 6.1)

Practicing reflexivity is also important when conducting qualitative research, especially during interviews. To practice reflexivity, researchers need to think about their roles and the way they affect the research process (Guba, 1981). According to Cope (2014), reflexivity also has to do with being aware of how our background, values and previous experience affect our research process. To address this, we first used both theoretical and inductive thematic analysis by using pre-defined and emergent themes. Our risk of being biased was reduced by using different methods. Furthermore, in order to avoid to be biased we reflected upon how questions were asked and followed up after each interview session. We both continuously gave each other feedback on how to reduce the risk of steering the respondents into a certain direction and being too excited or friendly. One of the methods was to use follow-up questions to help the respondents understand the questions properly.

3.5.5 Ethical Considerations

A qualitative research and case study approach involves a great deal of interaction with people at site, where situations can occur that causes the researchers into ethical dilemmas (Easterby-Smith et al., 2015). Thereby, such considerations need to be addressed throughout the research process. According to Easterby-Smith et al. (2015) there are ten major principles of ethical considerations in research: (1) ensuring no harm to participants, (2) respect the dignity of them, (3) ensure a fully informed consent, (4) protect the privacy, (5) ensure confidentiality (6) protect anonymity (7) avoid deception in the research, (8) declare conflicts of interests, (9) be honest and transparent, and (10) avoid any misleading or false reporting. However, there are also important issues regarding negotiating research relationships (Lewis, 2003), and especially applicable in our case study research.

Access to our respondents was gained through our supervisor at the hotel, the human resource manager. According to Lewis (2003), having such a single point of contact is important to avoid any duplications or gaps in communication. In addition, we arranged negotiation sessions with our supervisor, where we openly told what was required in terms of number of visits and respondents, and how we will use the findings in our research. We also agreed upon to involve respondents from diverse departments to gain a broad perspective. There has also been a discussion whether participation is truly voluntary due to power balance issues (Miller & Bell, 2002), and so our sessions were not scheduled in order to make them as voluntary as possible. In the start of each session, we informed the respondents orally on what our study was about, how the data would be handled and ensured both confidentiality and anonymity. According to Miller and Bell (2002), gaining informed consent can be problematic if it is not clear for the respondent what they are consenting to and where participation begins and ends. Moreover, Miller and Bell (2002) argue that such consent is not truly informed since the research study might diverge in a direction that respondents does not want to be a part of. Still, the importance is to keep it informed to the extent possible. According to Shenton (2004), it is also important to ensure them that they
can withdraw at any time and that there is no right or wrong answer. We addressed these issues by first explaining that participation was voluntary and they had the right to withdraw at any time. Then, we in detail explained the research process, ensured their anonymity and explained that data were only to be used in our study for analysis and conclusion. During the transcription process, we never named any respondent, and the interview numbers were thrown around in order to ensure that no one could realize who said what. Any quotes that could be directly connected to a specific department or function were removed. As such, we also ensured that no respondent were harmed by the research conducted.

Other ethical concerns for interviews are rapport and friendship, which has to do with how close or far away the interviewee, is from the respondent. According to Miller and Bell (2002), the interviewer should keep eye contact, speak in a friendly tone, never challenge and avoid inappropriate expressions of surprise and disapproval. Miller and Bell (2002) also stress the importance of not trying to create a “fake friendship” in order to get respondents closer. Occasionally, several respondents showed great concern and interest in the matter, where we tried to answer friendly and encourage them to explain, without being too excited. According to Lewis (2003), researchers should avoid finishing off an answer or summarizing what the respondent said in order to be as unbiased as possible. Very broad questions were asked in the beginning of our interview in order to open up the discussion and follow-up questions were used to enable them to explain further and gain trust in our interview. To the extent possible, we avoided finishing off or summarizing their answers, rather follow-up questions were used in those situations.
4 Empirical Discussion

The chapter presents the findings from the data collection during our research process, with a discussion from the theories presented in our frame of references. The findings are the result derived from our qualitative in-depth interviews held with the respondents in the selected case. Throughout the process the findings of our study have been transcribed and discussed in a systematic manner, strengthening the trustworthiness from the interviews and observations made during the study. In this part, we will discuss the pre-defined themes and emergent themes from our thematic analysis within each section of content, strategy, style and channel. In the next chapter, these will be analyzed in order to construct coherency among the data.

4.1 Demonstration of Case

Clarion Hotel Post is located in central Gothenburg, Sweden, and the building was a former post office that in the year 2012 was transformed into a hotel with 500 rooms. The hotel also consists of 19 conference rooms, a gym, spa facilities, as well as the restaurant and bar Norda. The three guiding principles for both Clarion Hotel Post in Gothenburg and for all the hotels in the Nordic Choice group are that with energy, courage and enthusiasm they create a better world. Their social reports are constructed using three philosophies: people, planet and profit. Those are based on a concept called the triple bottom line; however, we argue that the ideas of people, planet and profit can be translated into the three areas of the Global Reporting Initiative: social, environmental and economic (Coombs & Holladay, 2012). When applied to our hotel, table 5 presents some examples of what content they communicate.

<table>
<thead>
<tr>
<th>Area</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic/Profit</td>
<td>Revenue per Room, Total revenue, Revenue per Hotel Chain.</td>
</tr>
<tr>
<td>Environmental/Planet</td>
<td>Ecological food, Level of CO2-Emission, Energy and Water consumption, Donations</td>
</tr>
<tr>
<td>Social/People</td>
<td>Employee wellbeing, Customer satisfaction, and Diversity statistics.</td>
</tr>
</tbody>
</table>

*Table 5 Reporting Measures for CSR (Coombs & Holladay, 2012)*

Tench et al. (2014) argued that many companies are over-reliant on communicating CSR through reports. The authors distinguished four aspects of CSR communication: (1) explicitly explain what CSR perspectives they have (i.e. values, beliefs), (2) inform the public about CSR actions, (3) ensure that those actions are implemented and measured, and (4) address identified stakeholder concerns relating to corporate behavior. Walter (2016) highlighted the importance of both actively expose stakeholders interest and communicate ethical, societal and ecological impacts on products and services. At Clarion Hotel Post, these four aspects are addressed through their focus on people, planet and profit. Many efforts have been made in order to reduce energy consumption, minimize waste and other important activities that address ethical, societal and ecological impacts on their hotel service. Some of them are local events in Gothenburg, for example a charity event called “Save the Rhino” that was arranged in 2015 in order to collect money for donations, whereas some events have been more globally implemented. Global implemented CSR activities inside the chain are for example
“Stay Green”, which is a program guests can choose if they want to use their towels again to minimize energy use. These could be considered to follow content for the ethical domain of Schwartz and Carroll (2003). Moreover, they strive for diversity and one of their stated values is that “Great talent can come from anywhere” (Nordic Choice Hotels, 2016a). Today they are 13000 people from 124 different countries, which illustrate their aim to improve diversity. As Christy (2015) mentioned, one important dimension of social issues are those of the employees, especially efforts beyond what is legislated by law. The list of people who experience periods of unemployment due to various reasons is still growing, and it is clear that Nordic Choice is both at a global and local level trying to improve such conditions.

Corporations also need to define, encourage, monitor and enforce ethical standards of behavior at work. The Nordic Choice chains provide codes of conduct for suppliers, employees for Nordic Choice Hotels, which implies that they are explicitly communicating their values and perspectives on CSR. Regarding content, Blowfield and Murray (2014) argued that sustainability has become a major concern for the public and business are to rethink their technologies, products and vision to not harm the environment. This is clearly visible on the first page of the codes of conduct where Petter Stordalen, the founder of Nordic Choice, states: “It isn’t just about scoring goals, it’s about scoring goals in the right way” (Nordic Choice Hotels, 2016b, p.3). This statement is followed by another important statement “At Nordic Choice we create value for both the company and the community – because it is right and because it is profitable” (Nordic Choice Hotels, 2016b, p.4). As Christy (2015) argued, their actions to improve the environment are stated in their codes of conduct together with other examples discussed, e.g. human rights, worker rights, diversity, safe and healthy working environment.

Interestingly, Nordic Choice has a section that actually address what Christy (2015) referred to as Whistle Blowing. To repeat, when ethical malpractice occur, it is important that employees feel comfortable to “blow the whistle”. Whistleblowing is when an employee reveals information about wrongdoing to those responsible for making it right. Nordic Choice refers to this in similar ways by defining it as: “raising issues concerning unacceptable situations with the people who can do something about them” (Nordic Choice Hotels, 2016b, p.9). Examples of unacceptable behaviors are breaches of law, contracts or promises. In conclusion, CSR content at Nordic Choice and Clarion Post is focused around three values: people, planet and profit, which guides their daily operations and work. We found evidence of social reports, corporate codes of conduct for suppliers, employees and Nordic Choice, and social issue efforts.

4.1.1 Internal CSR Communication

Their CSR content is communicated by using three two-way computer-mediated channels, (1) their intranet the Wall, (2) the social media tool Facebook and (3) C2, which is a database where employees can directly post opinions or concerns. They are also using printed media in the form of (1) a line-up that employees perceive each morning and (2) a notice board. Face-to-face communication take place through (1) employee meetings arranged once a month to update employees on important and current issues within the hotel chain, (2) managers usually arrange morning meetings for their departments and (3) training and information.

Translated from "Stormöte" in Swedish. A meeting where employees from all departments are gathered.
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sessions. The corporate website is also used in order to present their stated values for CSR, and general information, but is not mentioned here since it is more addressed towards external publics. The different internal communication approaches are presented in the following table 6 with channel, style and strategy as discussed in our frame of reference.

<table>
<thead>
<tr>
<th>Label</th>
<th>Type of Channel</th>
<th>Style</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Meetings</td>
<td>Face-to-face</td>
<td>Two-way</td>
<td>Involvement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Symmetrical</td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td>Two-way Computer-</td>
<td>Two-way</td>
<td>Response</td>
</tr>
<tr>
<td></td>
<td>Mediated</td>
<td>Asymmetrical</td>
<td></td>
</tr>
<tr>
<td>C2</td>
<td>Two-way Computer-</td>
<td>Two-way</td>
<td>Response</td>
</tr>
<tr>
<td></td>
<td>Mediated</td>
<td>Asymmetrical</td>
<td></td>
</tr>
<tr>
<td>The Wall</td>
<td>One-way Computer-</td>
<td>One-Way</td>
<td>Information</td>
</tr>
<tr>
<td></td>
<td>Mediated</td>
<td>Asymmetrical</td>
<td></td>
</tr>
<tr>
<td>Line-Up</td>
<td>Printed</td>
<td>One-way</td>
<td>Information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Asymmetrical</td>
<td></td>
</tr>
<tr>
<td>E-Mails</td>
<td>One-way Computer-</td>
<td>One-way</td>
<td>Information</td>
</tr>
<tr>
<td></td>
<td>mediated</td>
<td>Asymmetrical</td>
<td></td>
</tr>
<tr>
<td>Notice Board</td>
<td>Printed</td>
<td>One-way</td>
<td>Information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Asymmetrical</td>
<td></td>
</tr>
<tr>
<td>Training/Information</td>
<td>Face-to-face</td>
<td>One-way</td>
<td>Information</td>
</tr>
<tr>
<td>Sessions</td>
<td></td>
<td>Asymmetrical</td>
<td></td>
</tr>
</tbody>
</table>

Table 6 Communication at Clarion Hotel Post

4.2. Preference for Content

By using the answers and results gathered from the exercise we held during the interviews, it was easy to detect which content behind CSR activities that was more relevant and interesting for respondents than others. Our exercise divided the CSR work at Clarion Post in four different categories: stakeholders, environment, economic and social. The content of each where discussed in the former sections. The majority of the respondents in our study indicated that the environmental matters were put first, due to personal interest or their concern for environmental changes and the future. As Blowfield and Murray (2014) argued, sustainability is today a major concern for the public and might be a possible explanation for why the respondents seemed to be more interested in environmental CSR content. Consequently, environmental content can be linked to the ethical dimension presented by Schwartz and Carroll (2003).

"According to me, environment is very important. I consider that everyone should reflect upon it. Things happen every day and you never know for how long our earth will stand the pressure. It is important for our children and grandchildren" (R8)

Illustrated in the quotation, several respondents expressed their concern for the preservation of our environment both now and in the future. Some respondents also believed that hotels can make a difference, since they are using many of the natural resources, e.g. energy, water
and commodities. As a result of the data collection, we found that the “Employee-Meetings”, a formal meeting that is arranged once a month by the hotel, were received to be monotonous when it comes to content. According to some of the respondents, issues at these meetings are less or more of financial interest, rather than presenting environmental matters.

“It does not embrace environmental matters that much. At meetings, it is more about how it has been, if we have reached our goals, and what we have sold for... I do not perceive that there is information about how we are doing at our hotel or environmental issues” (R6)

Economic matters were found to be what the respondents of the study were least interested in when it comes to the content of CSR. We link these findings to the economic and legal domain presented by Schwartz and Carroll (2003). Usually, the reasoning behind was that they had less knowledge about economic matters and felt that they could not affect those decisions because they are taken on a higher level. This verifies the findings of Dozier et al. (1992): that employees are more likely to have a preference for two-way symmetrical communication when they identify that the content involves them, what the corporation does is a problem and they are not constrained to do something about it. Regarding economic matters, respondents perceived communication to be asymmetrical, since they identified that the content did not involve them, it was not a problem and they were constrained to do something about it, which is illustrated in the quotation below.

"Budget, numbers and things like that. There is not much we can do about it" (R15)

In conclusion, the majority of the respondents considered content within the ethical domain to be more interesting, whereas the economic and legal domains were considered less interesting. However, we want to highlight some emergent themes before moving into answering our first research question with this information available.

4.2.1 CSR Explanation to reduce Skepticism

An emergent theme from the empirical results, not generated from former theory, was the need for CSR explanation in order to reduce skepticism. Several respondents indicated that the hotel is doing a lot of CSR activities, but it gets excessive where the respondent felt that it was hard to be updated.

"Sometimes you get the impression that there is a lot of projects going on and I believe that it is very exciting...However, some projects you are more involved in than others and it is hard to keep yourself updated on everything" (R9)

We found that this resulted in that most of the respondents were aware about what the activity was, but they did not really know what it meant or how it would affect their work. A possible explanation for this is that respondents are knowledgeable in the CSR attached to their department or job responsibility and cannot keep track of other CSR content communicated. We also noticed this when observing their reactions to the question if they knew what CSR was. Several respondents initially answered no, but when showing them different activities implemented by the hotel, respondents indicated that they recognized them after all. Another possible explanation might be that there is a weak congruence
between the social issue and corporation (Du et al., 2010; Porter and Kramer, 2006), since employees do not fully understand the meaning of CSR in the corporation. This quotation demonstrates what respondents expressed and what we labeled as being aware but unaware:

"Many times, information about “We Care” and other matters have been communicated, but I believe that no one is really aware of its meaning” (R3)

Consequently, many respondents felt skepticism towards the profit gain motives behind CSR at the case. Evidence from the data collection showed that respondents were not currently convinced that the motives behind CSR work were of genuine concern for the better. This verifies the findings of L’Etang (1994), Blowfield and Murray (2014), that CSR content is usually perceived as pure PR or marketing gain for the corporation. Tata and Prasad (2015) explain skepticism by using corporate image, and argued that it exists whenever stakeholders perceive a corporation’s current image to be incongruent with the portrayed CSR image. A possible explanation for this found in our data is that when CSR content gets excessive, employees struggles with understanding how CSR fit within the current business. For that reason, employees question the extent to which CSR is used due to a genuine concern for the better or as a way to gain advantage, as illustrated in the quotation below.

"I would prefer to have an open dialogue about environmental matters, since I am knowledgeable in the subject and interested in general. I also believed that many environmental investments are done for PR purposes, to look good, whereas there are other purposes that are more important. Therefore I prefer to be able to influence" (R4)

The majority of the respondents indicated the necessity to receive explanation to why a specific CSR activity is implemented in order to reduce skepticism. This is what Tata and Prasad (2015) suggested as a solution and they argued that in order to decrease incongruence, the corporation needs to provide explanations for their CSR actions through communication. Being able to know the sources behind why the hotel chooses to implement a certain CSR activity was found to be an important factor for respondents. According to them, the access of such information is inadequate, but could be helpful for them in order to respond and argument for the CSR content applied at their hotel:

"I would prefer to have more access to the sources that assumptions are built upon...If we are to portray our corporation as environmental friendly, the staff needs to have access to sources. Otherwise you have no ability to pursue arguments - you will lose if someone with more information comes and asks” (R8)

The information from the data indicates that the respondent in our study preferred to receive explanations for why a CSR activity is implemented, what CSR content is built on and how it will affect employee responsibilities in order to justify why specific CSR activity that is undertaken. With these results and the results from the former section, we will try to answer our first research question: How do employees perceive different content for CSR and do they seem more or less interested in specific areas?

Most employees perceive the content of CSR to be interesting, but with inadequate explanations for CSR, the majority of the employees seemed to be skeptic towards the motives behind CSR. In order for employees to perceive the different content of CSR as congruent with the corporate image, CSR explanations need to be communicated to
employees. Employees seemed less interested in CSR content that followed economic or legal domains, e.g. social reports, annual reports, and more interested in content following the ethical domain, e.g. code of conduct, social issues. For ethical content, environmental matters stand out from the other areas. The next section will address the results found for preferences for style, which will enable us to answer our second research question.

4.3 Preference for Style

Regarding how employees perceived different communication styles, it was generally difficult to identify patterns since data variations were found within the different functional areas at the hotel. One respondent stated, “I do not believe that we are being asked about anything” (R2), whereas another said “I feel that I am involved a lot and have an ability to influence the projects we should run and how we shall run them” (R18). Still, many respondents considered the fact that when information was communicated, it was already decided, and delivered as a clear package of information.

"Mostly, things are already functioning. Therefore, we receive them as a clear package of information. They are already established and thus, it is not required to make any major changes from a global level" (R19)

At a first glimpse, one might conclude that communication at Clarion Post follows one-way asymmetrical communication. Using one-way asymmetrical communication styles, management sets the content and directly communicates it with the public, without considering their interests (Dozier et al., 1992). Even though, the majority of our respondents expressed that even if the information comes in a clear package, they will have the opportunity to leave their feedback. Hence, it is clear that the majority of the communication at Clarion is perceived as what Kalla (2005) referred to as communicating: the sender sets the content and seeks feedback from the receiver, but it does not end up in any action. Morsing and Schultz (2006) refer to this as the response strategy, whereas in Dozier et al., (1992) this is equal to a communication style with two-way asymmetrical features. Morsing and Schultz (2006) argue that through a response strategy, management tries to make sense of how CSR has been perceived by stakeholders. We do believe that in addition to collect information about how CSR has been perceived, our respondents expressed that it is also to receive feedback on areas for improving CSR.

"Because there are numerous employees in a large corporation, I consider it important that the decision is taken somewhere. However, I prefer to leave my comments and give feedback if there is something I can leave suggestions on. I believe it is important that it is not delivered as “here you have the finished package” and it is closed. Instead, I prefer when there is an opportunity to get back with feedback or raise questions" (R18)

Evidence in the data was found to support that the majority of respondents felt that they had the ability to leave feedback on the content of CSR communicated, but they did not feel that an action was always taken. Communication styles were perceived to be rather asymmetrical than symmetrical (Dozier et al., 1992), which was also found in the study of Uusi-Rauva and Nurkka (2010). We answer the first part of our second research question by realizing that the majority of the employees perceive communication strategies to have asymmetrical features: they are asked, but they are unsure if it results in any action taken from management. In
order to answer what factors determine their preferences, we need to look into constraint recognition, a concept first developed by Dozier et al. (1992).

### 4.4 Constraint Recognition

In our frame of reference, we mentioned the concept of constraint recognition, level of involvement and problem recognition. These concepts were initially developed by Dozier et al. (1992), and the authors argued that publics are more likely to be active when they perceive what an organization does involves them, the consequences of what an organization does is a problem and they are not constrained to do something about them. Our respondents expressed a general concern for their constraint recognition: if they had ability to do something about it or not, that affected their preference for communication style. The majority of the respondents indicated that the closer the activity got to their ordinary duties at work or department, the more they had the ability to influence the process. Whenever the CSR content either affected or was relevant for their department, the constraint recognition became lower and employees felt that they had the ability to influence decisions made. The reason for why constraint recognition became lower was that for CSR matters more locally rooted, employees considered themselves to be more knowledgeable. As Dozier et al. (1992) argued; when constraint recognition is low, employees prefer to be more active in the decision-making process.

"I believe environmental matters are more relevant, since we deal with food matters daily, we can contribute from our department. This is what we have been specialized in. In comparison to other matters that we are not involved in, for example the shoe help², where we donated our shoes but only received the information" (R3).

Following the arguments of Dozier et al. (1992), the opposite is also true, which we found evidence for in our data. As the constraint recognition gets higher, the public will be less active. Several respondents expressed this by referring to their realization that due to the many hierarchical levels and corporate seize, it is difficult for management to always use a strategy where everyone are involved. Respondents explained that their low position in the hierarchical chain reduced their ability to influence decisions made by people employed in higher positions. Also, they believed themselves to be less knowledgeable on a global level. Consequently, they believed that their ability to influence was lower and in some cases even absent. Respondents expressed that for global content, one-way communication was considered to be enough, where they felt no need to make an input.

"On a global level, I certainly do not want to be involved, it is better to be done on a central level of the corporation. The more local it is the more I prefer to be involved and able to raise my opinions and suggestions" (R19)

Some respondents thought it would even be impossible to have an input about global content.

"Of course I can raise my opinion, but it is a big company with many hierarchical layers and when you are relatively far down in those layers, I believe that there is not much happening with the opinions" (R2)

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2. The Shoe Help was a local CSR activity arranged by the hotel where the personnel donated their shoes.
In conclusion, we found evidence that constraint recognition explains the real difference for employee preferences for communication styles. There is also a close relationship between whether the CSR content is global or local, and constraint recognition. Our results demonstrate that whenever CSR content is relevant for an employee’s department or job responsibility, constraint recognition decrease, and the preference to be involved in those matters increase. We labeled this as Local CSR, and our definition is “CSR content for the local corporation – content affecting an employee where he/she is currently employed”. On the other hand, when CSR content is taken on a higher position in the hierarchical chain and do not directly affect employees, the constraint recognition increases. Employees feel less able to do something about it and also less knowledgeable on those matters. We labeled such content as Global CSR, and our definition is “CSR content for the global corporation – content affecting the whole corporate chain”.

By using the information discussed in this section, we will be able to answer our second research question: How do employees perceive different communication styles and what factors determine their preferences?

As discussed before, the majority of employees perceive the communication at Clarion Post to follow two-way asymmetrical communication styles, with two purposes, (1) to collect feedback on how CSR content is perceived, but also (2) collect feedback for improvements. Two-way asymmetrical communication styles follow response strategies, and employees prefer to have those communications on global content where they feel they can contribute with an opinion. Constraint recognition is one factor that impact employee preferences on styles. The more global CSR content, the more the respondents indicated that the ability to influence was absent due to the fact that decisions were made by people more knowledgeable and with a higher position within the chain. Thus, constraint recognition is higher. Hence, respondents believed that one-way asymmetrical communication styles following an information strategy are sufficient for global CSR content. According to Morsing and Schultz (2006), information strategies are used with the purpose to inform stakeholders on CSR, which coincidence with the preference from employees. Whenever the content became more local, constraint recognition decreased and respondents preferred to be involved. Their preference for two-way symmetrical communication styles increased, which means that CSR content is decided through a dialogue with management (Dozier et al., 1992). This is also referred to as interactive (Kalla, 2005) and involvement strategies (Morsing & Schultz, 2006). Those were found crucial for employees when it (1) was relevant for their department and/or (2) affected job responsibilities. So far, we have reached three conclusions:

1. For global content where constraint recognition is high, employees prefer one-way asymmetrical communication styles (i.e. information strategy)
2. For global content, where constraint recognition is low, employees prefer two-way asymmetrical communication styles (i.e. response strategy)
3. For local content, where constraint recognition is low, employees prefer two-way symmetrical communication styles (i.e. involvement strategy).

What about when constraint recognition is high for local content? We will discuss this by using our emergent themes support strategy and interpersonal one-way communication style.
4.5 Support Strategy

We discussed that when CSR content is local and employees perceive that they have the ability to influence, constraint recognition will be low, and they will have a preference for two-way symmetrical communication. On the other hand, for local CSR where constraint recognition is high, we discovered that the respondents have a strong relation to their managers or supervisors, where they usually turned to receive information. When asked about where they would turn for information, almost all the respondents in our study answered that they would turn to their closest manager or supervisor. As indicated by one respondent, "First and foremost, my closest manager, he is supposed to know", employees perceive that their managers are supposed to know about the CSR content, and works as their closest source of information when they feel high constraint recognition.

"I usually turn to my closest manager or the assistant manager, and I believe that they listen. Therefore I turn to them if there is anything on my mind and it is helpful since they can pass it on to top management" (R6)

This information takes place through a one-way interpersonal communication style, and here our data can be perceived as problematic. The ideas of one-way communication from Dozier et al. (1992), is built upon that one-way is always asymmetrical: the information leaves the corporation with the intent to change the public. In contrast, Morsing and Schultz (2006) propose an alternative perspective that one-way asymmetrical communication is used with the purpose of informing the public, not necessarily changing. When we constructed our one-way interpersonal communication style, we relied upon the ideas that one-way asymmetrical communication is not necessarily a way to change the public, rather to inform. Another limitation is the “interpersonal” label, which we used since the support strategy takes place in a dialogue between the managers and employees. This can be perceived as two-way symmetrical communication by Dozier et al. (1992), since a dialogue takes place, but our employees indicated that they turn to them when the content is already decided on a global level. The interpersonal label is used to distinguish it from the initial idea of one-way asymmetrical communication that usually takes place through mass media. We add this to our three strategies and conclude: for local content, where constraint recognition is high, employees prefer one-way interpersonal communication styles (i.e. support strategy).

4.6 Channel

To answer our last research question, we need to look into respondents’ answers on questions related to channels. Regarding channel, we found that the social media platform Facebook seemed to be preferred by many respondents. Since respondents could access the own page of Clarion, and also the internal page of their department with relevant information, they favored Facebook. Discussed in the frame of reference, Facebook is an example of a computer-mediated channel with symmetrical features (Dozier et al., 1992) that enable employees to communicate with management through commenting fields and discussion forums, and is used for two-way purposes (Men, 2014).
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“It is mainly through social media. We communicate through our internal groups on Facebook, but also through Employee-Meetings that are arranged once a month. At the meetings, you have the chance to ask if you have any questions. However, I believe Facebook is sufficient in that way, since when you want to comment you can do that. It is easy” (R9)

As indicated from the former quote of Respondent 9, we have recognized that several of the respondents still valued face-to-face channels. The most appreciated communication channel was the Employee-Meetings arranged by the hotel once a month. The general concern for Facebook and other social media channels seems to be due to the absence of personal interaction. An Employee-Meeting is an example of face-to-face channels through meetings, which Uusi-Rauva and Nurkka (2010) argue is a good venue for discussions. According to Ean (2010) personal interaction and immediate feedback are strong advantages of face-to-face channels and has been found to be what most employees prefer.

"I prefer to sit down in face-to-face conversations; I would have said it on all matters of communication. It is easier to explain and understand each other, and the feedback is quicker. That I would actually prefer" (R3)

Meanwhile, many respondents indicated that they had to leave their ordinary duties to attend the Employee-Meetings and other face-to-face communication appointments. Respondents also expressed that face-to-face communication is time consuming, which Uusi-Rauva and Nurkka (2010) found in their research: employees do not always have time to attend meetings and other face-to-face occasions. Thus, the time consideration for different communication channels seemed to affect employee preferences.

“Large meetings are such a great opportunity to inform and reach everyone, but very few are attending these meetings in relation to the many that are employed here...It has to do with time” (R10)

Worth to notion is that many received that when they had to give up something else for CSR communication, they were less willing to participate. To sum up, the data collected indicated that when employees had to give something else up, for example working duties or spare time to be able to attend the appointed occasions for receiving information and CSR communication, they rarely chose to participate. For this reason, we realize that employees do not always prefer communication through face-to-face channels. Regarding the intranet, which Crescenzo (2011) argued is an important tool to create a common platform for employees, we found that nobody or few of the respondents was aware of the Intranet at Clarion called “The Wall”. Those respondents that used it did only use it for work-related issues such as searching for a booking or guest, and not for information regarding CSR. At some departments, there were no computers, whereas others had computers but not access to the intranet.

"It is mainly because we do not have any computer available in our department, if we had one, I probably would have used it more" (R6)

"I usually do not turn to the intranet to receive general information, rather I use it when I need to go to our database to check information about bookings and customers" (R8)
Hence, there were very few respondents of our case who found the intranet to be a useful tool for information. Still, we found indications among the data that some of the respondents would use the intranet more if the information communicated were more relevant and accessible. As Crescenzo (2011) argued, the content must involve work related issues, but also have symmetrical features and multimedia components to make it interesting and valuable channel, which currently the Wall is not. Before answering our research question, we need to also consider and explain the emergent themes not discovered in former theory on communication channels.

4.6.1 Mixed Channels

As discussed in the former section, several respondents expressed their preference for receiving information through Employee-Meetings: a face-to-face communication channel. An interesting finding was that some respondents also preferred this when the content was already decided on a global level and thereafter be reminded through a piece of paper, e.g. printed media. Even if Men (2014) argue that face-to-face channels are most effective when the information is complex, data gave indications that employees might prefer it for one-way communication approaches. Respondents preferred to have communication through face-to-face meetings, and then be reminded through other computer-mediated channels or printed media. We refer to this as a mixed channel.

“You get general information on what is going on, but then I would prefer to receive an e-mail too. Then you read it. I believe it is important to also receive it personally, because it is easier to understand what is going on than just an e-mail” (R9)

In our frame of reference we found that face-to-face channels are most appropriate when the purpose is to involve employees in a dialogue, i.e. two-way symmetrical communication styles. Contradictory, the emergent theme of a mixed channel questions our assumptions, since employees prefer face-to-face channels for informing purposes as well, i.e. one-way asymmetrical communication. Thereby, we conclude that a mixed channel does not necessarily mean that practitioners need to involve employees through a dialogue, since here face-to-face communication does not serve a dialogic purpose. Rather, the purpose is to inform employees through those meetings, and then use other channels as well, e.g. printed media, or computer-mediated channels. Basically, employees prefer channels to be from a variety of sources, which verify what White et al. (2007) found in their study: “employees who were most satisfied with internal communication were those who received information from a variety of sources, including interpersonal channels.” (p.74).

4.6.2 Manager/Supervisor Channel

When analyzing our findings, we found that employees show great trust in the local managers and supervisors, and turn to them for support. The majority of employees indicated that whenever they need help they turn to the responsible actor or the closest manager/supervisor through interpersonal contact. This relationship can be illustrated by the following quotation:
"I usually turn to my closest manager or the assistant manager, and I believe that they listen. Therefore I turn to them if there is anything on my mind and it is helpful since they can pass it on to top management" (R6)

Respondents expressed their trust in that supervisors/managers are more knowledgeable and that they listen to their concerns, which can be very helpful in order to promote whistleblowing. According to Christy (2015), whistleblowing is when an employee reveals information about any wrongdoing to those responsible for doing it right. Managers or supervisors are important people that can pass information on to top management, and will enable the corporation to uphold an ethical standard and culture. We labeled this finding as a manager/supervisor channel that takes place through interpersonal contact, where employees and managers speak to each other face-to-face.

Now we have sufficient information to be able to answer our third research question: *Through which channel do employees prefer to communicate with management?* This question will be related to the different communication styles and strategies in order to explain *why* a certain channel suits better for a certain strategy and style.

In our frame of reference, we reached three assumptions:

1. **Face-to-Face Channels** are appropriate when the purpose is to involve employees through two-way symmetrical communication styles.
2. **Computer-Mediated Channels** are appropriate when the purpose is to collect responses from employees through two-way asymmetrical communication styles.
3. **Computer-Mediated or Printed Media Channels** are appropriate when the purpose is to inform employees through one-way asymmetrical communication styles.

Even if it was found that employees were concerned with giving something up for receiving information through face-to-face channels, data still confirmed that the interaction embedded in face-to-face communication is valuable when the purpose is to involve employees in a dialogue. As several respondents conveyed, it is problematic for a dialogue to take place if the parties involved are not met face-to-face and as a result, we still argue that employees prefer face-to-face channels for two-way symmetrical communication styles (i.e. involvement strategies). Employees preferred computer-mediated channels when the communication had asymmetrical features, due to the simple applicability of those channels. Facebook were found to be the most used, and several respondents indicated that the intranet could have the same characteristics, if its accessibility improved. For two-way asymmetrical communication, (i.e. response strategies), we conclude that computer-mediated channels are preferred. Surprisingly, one-way asymmetrical communication styles were not found to be preferred from computer-mediated or printed media, rather a mix between all communication channels. Employees prefer to receive one-way directed information from various channels, including face-to-face.

Additionally, for our emergent theme of one-way interpersonal communication styles (i.e. support strategies), we found that employees prefer the manager/supervisor channel. As a result, we reach our fourth assumption: Manager/Supervisor channels are appropriate when the purpose is to support employees through one-way interpersonal communication styles. In
our frame of reference we demonstrated a relationship between the concepts of content, strategy, style and channel through our tailored internal communication model (see figure 5). In the next chapter, we will illustrate how this model have been modified by the findings from our data analysis and created a new, innovative model.
5 Analysis of Findings

In order for us to construct coherence among the data collected during our study, we will in this chapter incorporate the pre-defined themes with the emergent themes covered, in order for us to construct a model building on our findings and previous literature. To illustrate the relationships between our themes and how they affect CSR communication, we built a figure based on our figure presented in the frame of reference (see figure 6) and expanded it into our model: CSR Communication Grid (see figure 9).

5.1 The Model from Frame of Reference

Emphasized in our frame of reference, we developed the figure Internal Tailored Communication to illustrate the found relationship between content, strategy, style and channel. The concluding figure highlighted a combined theory of CSR Communication and PR. This relationship has been investigated throughout our study, and in this section we will try to incorporate the findings from the former chapter and extend our model presented below. First, we will make a short introduction to our initial model that can be found in our frame of reference (Chapter 2).

![Figure 6 Tailored Internal Communication](image)

The model starts with the content, whereas content is the basis for constructing a message to be communicated. We referred content to CSR, and examples for content were social reports, social issues and code of conduct. Then, practitioners need to consider the intent of communicating, is it to involve, inform or collect responses from employees? The choice taken will have implications for what strategy, style and channel to use, as illustrated in figure 6. A short repetition of the different components is:
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✓ Involvement strategy: the purpose is to involve employees through two-way symmetrical communication, which is equal to a dialogue that balances the interest of the corporation with the interests of employees. In such a dialogue both the employee and corporation is trying to influence each other. Using face-to-face or computer-mediated channels that have two-way features (i.e. social media) fit well when practitioners want to involve employees.

✓ Response: the purpose is to collect feedback on CSR through two-way asymmetrical communication, which is still a two-way process, but not a dialogue. Instead, the corporation sets the content, and then collect feedback, where computer-mediated channels fit well.

✓ Information: the purpose is to inform employees on CSR through one-way asymmetrical communication, which differs from the former two since the process is one-way directed. The content is set by the corporation and communicated directly to employees and printed or one-way computer-mediated channels suits well.

With a repetition from our findings in the frame of reference, we can now present our extended model. By choosing a qualitative case-study approach to our thesis, we were able to arrange 20 interviews in order to gather our empirical data from interviews with respondents from different departments at the hotel. To extend our model, these interviews were essential in order to present new innovative perspectives to the initial model. The model will be presented in the next section.

5.2 Tailored Internal CSR Communication

New perspectives that modified our model were those explained in our former chapter and as illustrated in figure 7 below, several modifications have been made. First, employees preferred to receive explanations for why a CSR activity is implemented, what CSR content is built upon and how it will affect employee responsibilities. Secondly, employee preferences for communication styles are affected by the nature of content, if it is LocalCSR or GlobalCSR, and whether constraint recognition is high or low, rather than its content (i.e. social reports, code of conduct). Thirdly, we found evidence that an employee turn to their closest manager or supervisor for information for Local CSR. We labeled this as support strategy. In order for management to enable the endorsed process as explained by Morsing, Schultz and Nielsen (2008), we argue that CSR explanation needs to be in place. Otherwise, employees will not be able to communicate CSR to third parties, e.g. communities, customers, and the CSR is likely to be perceived as implemented for self-serving purposes. Hence, this component was added as well. Each component will be elaborated upon in the next section.
5.2.1 CSR Explanation for Endorsement Processes

First, we want to highlight the finding of CSR explanation, since the data indicated that this is a rationale for generating skepticism among the respondents. As argued by Porter and Kramer (2006), CSR needs to be integrated to the corporate strategy of a corporation, and Du et al. (2010) stated that whenever there is no congruence between social issues and the corporation, skepticism is more likely to occur. Consequently, we argue that skepticism is a factor that practitioners need to consider in communication and in the design of their message with the intention of creating congruence. Tata and Prasad (2015) argued that communication is a way to create strong congruence, and with the evidence from our data, we can verify their argument and argue that CSR explanation have the ability to increase congruence and decrease skepticism. Practitioners must understand the risk that too much CSR content will create an ambiguous picture for employees, and as a consequence they will not understand the congruence between the corporation and CSR. Since the majority of the
respondents of our study indicated that their concerns was related to being able to explain and justify CSR content. This demonstrates the importance for management to ensure that employees understand and receive explanations about why a CSR activity is implemented, what CSR is built upon and how it will affect employee responsibilities. We found that employees felt that explanations for CSR were extremely important in order to be able to defend and argue for the CSR work in their organization.

This leads us to look at the CSR endorsement processes as first explained by Morsing et al. (2008). The authors argued that it is not only important that CSR communication flows from management to expert stakeholders (i.e. the expert process), but also from third parties (i.e. the endorsed process). According to Dawkins (2005), employees are an important third party currently underutilized by management, and stakeholders view employees as a credible source of information. We argue that for CSR endorsement processes to take place, CSR explanation is crucial to ensure employees are knowledgeable and updated on CSR issues. Several respondents expressed that without explanation, they will not be able to answer questions if more knowledgeable stakeholders asks, which hinders the endorsed process. Communication practitioners can both reduce the risk of skepticism and enable the endorsed process by providing explanations behind CSR that must contain why a CSR activity is implemented, what CSR is built upon and how it will affect employee responsibilities. These two components were not included in our first model, and highlight our contribution to the field of CSR communication.

5.2.2 The Factors Affecting Employee Preferences

Regarding content we first assumed, as Dawkins (2005) argued, that stakeholders will be more interested in specific CSR issues and less in others. Hence, we found it important to explore if these thoughts could be verified and how they affect CSR communication. As a result, our content component in the first model was labeled “Corporate Social Responsibility”. Even if we conclude that environmental issues, which we refer to ethical content (Schwartz & Carroll, 2003), seemed to interest respondents more and that employees found it important to be involved on those issues, we believe that this relationship between interest and involvement does not demonstrate the real difference for employee preferences. We believe that the interest in ethical content, e.g. social issues, environment, has to do with current trends in the society. According to both Laszlo and Zhexembayeva (2011), and Blowfield and Murray (2014), environmental issues are of a major concern for everyone today. Therefore, we argue that it is not necessarily the content of CSR (i.e. ethical, social issues) that determines the preferences for communication, rather the two factors: nature of content and constraint recognition. We found that the relationship between these two factors makes the real difference for employee preferences for CSR communication.

In our former chapter, we explained the relationship between nature of content and constraint recognition. Respondents expressed that for global content that affected the whole hotel chain, they were ensured that their involvement in the decision-making process is impossible, due to corporate seize and hierarchical layers. Also, the employees emphasized and showed their trust in top management to make those decisions. Their involvement in the process seemed to be crucial whenever the content is (1) affecting their department or (2) their job responsibilities. These two findings were labeled local and global CSR.
ANALYSIS OF FINDINGS

global CSR have a direct relationship with constraint recognition: if employees have the ability to influence or not. Constraint recognition decreased whenever CSR content became more local, and increased when CSR content became more global. With these findings, we were able to reach four conclusions:

1. For global content where constraint recognition is high, employees prefer one-way asymmetrical communication styles (i.e. information strategy)
2. For global content, where constraint recognition is low, employees prefer two-way asymmetrical communication styles (i.e. response strategy)
3. For local content, where constraint recognition is low, employees prefer two-way symmetrical communication styles (i.e. involvement strategy).
4. For local content, where constraint recognition is high, employees prefer one-way interpersonal communication styles (i.e. support strategy).

After finding this relationship between nature of content, constraint recognition and style, we wanted to add our theories of channels. This resulted in the 4-strategies of employee preferences, as discussed in the next section.

5.2.3 The 4-Strategies of Employee Preferences

The 4-strategies were developed by looking at the relationship found between nature of content and constraint recognition, the four conclusions reached in the former section. The strategies were developed by matching the pre-defined and emergent themes with existing theory. To provide the reader with an overview, we present the four strategies below.

✓ **Information Strategy:** The three first strategies were first developed by Morsing and Schultz (2006). In information strategy, the authors argued that the corporation is trying to give sense to its audience by producing information as objectively as possible. The purpose is to inform the public on CSR content. Following the preference for an information strategy, communication practitioners are to use one-way asymmetrical communication styles with a mixed channel. With the mixed channel, the information strategy is modified by our findings. Employees prefer to receive information that is one-way directed through various channels, i.e. a mixed channel. Most preferably at face-to-face meetings, and then be reminded via computer-mediated channels or printed media. Even if face-to-face meetings have symmetrical features, we still follow the initial idea of one-way asymmetrical communication, since the information is already decided.

✓ **Response Strategy:** The majority of the employees felt that two-way asymmetrical communication styles were mainly used by management, since they were able to raise their opinions or suggestions for improvements, but were unsure if it lead to an action or not. This logic is coherent with the response strategy, in which the management is trying to make sense of how employees are responding to CSR content communicated (Morsing & Schultz, 2006). We also argued that it has a second purpose, not only to measure if employees have understand CSR or not, but also to collect employees opinions of what can be done to improve CSR. Providing feedback on what can be
done increased employee’s feelings that they could contribute on a global level. Here, employees preferred computer-mediated channels, and especially Facebook, which was widely used due to its accessibility.

✓ **Involvement Strategy:** Whenever CSR content is relevant to employees' department or affect their job responsibilities, they will prefer to engage in a dialogue with management before decisions are taken. The reasoning behind this is that employees feel knowledgeable and able to contribute for those issues that are close to themselves. Engaging in a dialogue is connected to the involvement strategy (Morsing & Schultz, 2006), where the corporation and employees are both trying to influence each other through negotiation and dialogue. For involvement strategies, employees prefer two-way symmetrical communication styles and face-to-face channels. Even if Crescenzo (2011) argued that computer-mediated channels are increasingly used to facilitate a dialogue between management and employees, and we followed his argument in our initial model, we realized after our data collection that employees prefer face-to-face channels. The reasoning behind was that the important personal focus in a dialogue is lost in computer-mediated channels.

✓ **Support Strategy:** In addition to the discussed strategies found by Morsing and Schultz (2006): information, involvement and response strategies, we added the importance of support strategies, established and developed from the findings in our data. When employees feel that they have the ability to influence the decision-making process and when the content is local, they will prefer to be involved in the decision making process. However, if the content is local but they are unable to influence the decision, they will show their trust in their local managers and supervisors, and employees will turn to them as their closest source of information to get support. This strategy was found since the majority of the respondents indicated that whenever they needed help or felt a lack of information, they go to their closest manager/supervisor and receive support through interpersonal contact. When content is local, e.g. arranged at the hotel and another department has already taken the decision, the communication practitioners need to ensure that managers and supervisors receive information in order for them to be able to support employees and act as experts through the process. We labeled the communication style as interpersonal one-way communication and the channel as manager/supervisor. The reason for creating an own communication style was that the initial styles we defined by using PR theories from Dozier et al. (1992) were only three, and none of them was suitable for this emergent finding. When employees communicate with their closest manager/supervisor, it is not entirely symmetric, since CSR content is already decided, but not entirely asymmetric, since a dialogue takes place. Therefore, we labeled it interpersonal one-way communication.
5.3 CSR Communication Grid

In the former section, we explained the modifications and adjustments made in our initial tailored internal communication model. We illustrated our found relationship between nature of content and constraint recognition, and how these factors affected employee preferences. Nevertheless, in order to show a more dependent relationship between constraint recognition and nature of content, we introduce our “CSR Communication Grid”. In this model, CSR is again not viewed from different content (i.e. economic, ethical, legal), rather from the local and global perspective. Nature of content is added on the horizontal axis, and constraint recognition on the vertical axis. When the content is becoming more global, the preference for asymmetrical communication increases, and vice versa. Our study has confirmed that the preference for communication is affected if the nature of content changes.

If the content becomes more global, constraint recognition will also increase, and if it becomes more local, constraint recognition will decrease. This means that when constraint recognition increases as content becomes global, employees feel a great deal of trust in management to take decisions and the preference for asymmetrical communication increase. When constraint recognition decreases and content becomes more local, employees feel a need for a dialogue between managers and employees, and the preference for symmetrical communication increase. This relationship between local/global content and constraint recognition is illustrated in our Figure 8. All the parts from the former section are still present and built upon our model in Figure 7. The only difference is that this grid shows a more dependent relationship between the two factors, and illustrates how the preference for strategy, style and channel changes with changes in the two factors. Additionally, this implies that practitioners do not need to rely on a single strategy for effective CSR communication, rather chose strategies that are most appropriate for the nature of content.

In conclusion, this model differs from our Figure 7, since it clearly illustrate and advance the relationship between nature of content and constraint recognition, and how it affects what strategy, style and channel employees prefer for CSR communication. We realize that the information strategy in our model can be questioned, since one-way asymmetrical communication usually does not take place through face-to-face. This because face-to-face enable employees to give feedback directly, thus, they can be perceived as two-way approaches. What distinguish the two is if the decision is taken or not. In information strategy the decision is already taken and the purpose is to disseminate information. Evidence showed that employees prefer such information to come from various channels e.g. a mixed channel, of face-to-face, printed and computer-mediated channels. The model presented clearly demonstrates how employee preferences change with changes in nature of content and constraint recognition, which displays the contribution of our study to research and communication practitioners.
Figure 8 CSR Communication Grid
Conclusion, Limitations and Suggestions for Future Research

This thesis was constructed with the purpose of understanding employee preferences for content, style and channel, where we referred content as CSR, style as the three models of PR (i.e. one-way asymmetrical, two-way symmetrical and two-way asymmetrical), and channels as printed, face-to-face, one-way and two-way computer-mediated channels. We illustrated the relationship between style and channel by using the CSR communication strategies developed by Morsing and Schultz (2006) and illustrated this in our tailored internal communication model. Our assumption was that specific areas of CSR will be more interesting for employees, and they will prefer to be involved in the decision-making process on those areas. However, the evidence found instead illustrated a relationship between, not the specific areas of CSR and interest, but the nature of content (i.e. local or global) and constraint recognition (whether employees are able to influence decisions or not). Those were referred to the factors that affect employee preferences and resulted in the 4-strategies of employee preferences: information, response, involvement and support. Also, evidence demonstrates that CSR explanation need to be provided to employees in order to ensure that CSR endorsed communication processes take place. Through our model, we were able to answer our initial research questions and fulfill the purpose of this thesis.

Our study is important since first of all, we have provided researchers with a new and innovative way of interpreting the initial models of PR developed by Dozier et al. (1992) in combination with theories of corporate communication. We have demonstrated that PR models are not simply for communicating with external public through marketing efforts, rather serves a greater purpose for creating relationships with internal publics as well. The ideas behind symmetrical and asymmetrical communication still is of importance for researchers today, but instead of arguing that two-way symmetrical is the only effective communication, researchers have to realize that a combination is what employees prefer. In a society where people are working more and the business landscape is continuously changing, neither management nor employees have the time available to attend in frequent dialogues. Time might be one of our scarcest resources today. Finding a balance between symmetrical and asymmetrical communication is a new challenge and way to reach effective CSR communication. Another contribution to research is our clarification of the initial tailoring approach to CSR communication by Dawkins (2005). Our model can be used as a framework for future research that want to address how to tailor communication to different stakeholders by using our ideas and definitions of content, style and channel.

Secondly, we have provided communication practitioners with a tool for understanding how employee preferences change as the nature of content and constraint recognition changes. The illustrated relationship between the two factors denote an important contribution, since it was actually not the content of CSR (i.e. social reports, environmental issues) that made the real difference for employee preferences, rather the nature of content (i.e. global or local) and constraint recognition. Communication practitioners can use this model in order to determine what communication strategy to apply. Whenever the content is becoming more local, constraint recognition decreases and employees prefer communication strategies with symmetrical features. In contrast, when the content is becoming more global, constraint
oerecognition increases and employees prefer communication strategies with asymmetrical features. Thirdly, we want to emphasize our contribution of CSR explanation, since it verifies the findings of two former papers on CSR communication: Tata and Prasad (2015), Morsing et al. (2008), and we found a relation between them that creates new important insights. We verify the findings of Tata and Prasad (2015) by concluding that CSR explanation is crucial in order to create congruence between CSR and the corporation, and minimize skepticism from employees. What was found in addition is that the endorsement process developed by Morsing et al. (2008) is enabled by providing CSR explanation, thus, the two concepts presented separately so far, seem to interrelate. The relationship between CSR explanation and CSR endorsement process serves as an interesting subject for future research. Other areas for future research are discussed below.

6.1 Limitations and Suggestions for Future Research

Our thesis has followed a qualitative research approach and our strategic choice was conducting a single case study, where our aim was to understand employee preferences for CSR communication. Consequently, we limited our study to investigate employee preferences in a single case study using a hotel in the service industry. Using a specific case and industry, it is generally more difficult to generalize the results over a broaden population and other industries. We realize this limitation and suggest that future research could involve multiple case studies in order to strengthen the ability to generate theory from data. Multiple case studies enable the researcher to compare data across different cases, and most preferable different industries. Inferences drawn from data could then more easily be generalised over other populations. Using different industries will also enable researchers and practitioners to see if preferences for communication differ depending on the industry. Our industry, a solid service industry with a strong focus on sustainable issues, was chosen since they are unique examples of CSR implementation. Are the findings here then countered for in for example manufacturing industries that are also heavily dependent on and users of natural resources? Or does their communication of CSR differ? We were also limited to a national perspective, whereas studying hotels in the service industry in other countries could address the study from a more international angle. Those are some interesting areas that our study can build further upon.

We also limited ourselves to a qualitative method even though a mixed method is usually preferred for case studies. In addition, one major limitation with our use of in-depth interviews is the risk of our presence to bias responses (Creswell, 2014) as well as informant biases (Eisenhardt & Graebner 2007). Bias is when a person is viewed in an inaccurate way and can be a consequence of cultural differences or personal background among others. In order to address the issues of biases, future research could conduct a mixed method. A mixed method combines the strengths of both qualitative and quantitative methods. Researchers could then be able to test the relationship between nature of content and constraint recognition through quantitative methods in order to create more accurate construct and test the significance. Through such testing, one could conclude if the constructs made here are applicable in other settings. After testing, qualitative methods, e.g. interviews, or focus groups, could be used to deepen the results and gain new perspectives to the data.
Accordingly, as Welch and Jackson (2007), and Dawkins (2005) has argued, more research need to look in-depth for what channel, type and style employees prefer within different content of communication. This research did only address one of such content, CSR, and future research could address other areas of content. Our research can be used as a framework of how such research can be conducted, and most preferably multiple-case studies should be used. Does for example the ideas of nature of content and constraint recognition also apply for marketing communication? Additionally to changing the content, one can take other stakeholder perspectives than the employee perspective and still remain in the field of CSR communication. Stakeholders have since the definition by Freeman (1984), been applied in various context within research and especially CSR. Future research could address another stakeholder, e.g. government, community or shareholders, in order to continue upon the field highlighted in this study. Do they also refer to constraint recognition and nature of content? Or might it be that for example shareholders actually will show specific interest in certain areas, e.g. social reports?

Regarding channels, we also found that the intranet is not currently being used as efficient that it could be. The majority of the respondents indicated that they either did not know for what purposes to use it or they did not have access. Crescenzo (2011) argue that intranets need have valuable content, but future research could focus on answering questions of how do employees perceive valuable content? How to construct and who is responsible for such content? Those are potential areas for continued research. During this thesis, a great emphasis was also put on the interpersonal channels, especially the channel between employees and their closest manager. Unfortunately, our time frame limited us to look deeper into this relationship. An employee communicating with their manager/supervisor and colleagues is a form of informal communication, not controlled by management. Interesting for future research would be to look into how informal communication takes place and what role it plays for CSR communication. This was not addressed in our study.

Another limitation of our research was the choice of removing gender differences by making the interviews entirely anonymous, where both gender and age were not taken into consideration. By excluding gender and age, we could not conclude if answers given by respondents could have been partially influenced by their age or gender. Including a gender or age perspective could broaden this research even further by looking into if those factors have an impact on interests for specific content, and preferences for communication style and channel. Do men and women prefer to communicate differently? If they do, what are the causes to why the difference exists? Are women more relationship-oriented and men more task-oriented, or what counts for the real difference? Those are some questions future research could try to find answers to. Again, since we have elaborated upon how Dawkins (2005) initial tailoring approach can be conducted, our study can serve as a framework for studies on gender and age differences for communication.

6.2 Practical Implications

This study has several practical implications. First, we have demonstrated a relationship between constraint recognition and nature of content, which can be used by practitioners to understand how employee preferences change. Such an understanding help practitioners
decide upon the most effective communication strategy for CSR, since it is based entirely on employee preferences, as illustrated in our figures 7 and 8. Secondly, evidence showed that practitioners need to ensure that employees receive explanation for why a CSR activity is implemented, what CSR is built on and for what purposes, and how it will affect employee responsibilities. By doing this, practitioners can reduce the risk of developing skepticism among employees and staff. Such skepticism will lead to unaware employees with disperse and ambiguous view of CSR content in the corporation. Instead by providing, what we have referred to as CSR explanation, practitioners will provide employees with information about how corporate strategy and CSR content are congruent. As a result, CSR endorsement processes (i.e. communication processes from employees to other stakeholders) are enabled, since such explanations allow employees to justify and argue for the CSR content at the corporation. Employees are important since external stakeholders see them as a credible source of information.

Third and last, we want to highlight the support strategy, since it demonstrates the importance for practitioners to ensure that managers and supervisors are constantly updated on CSR content. Managers or supervisors are the first person’s employee chooses to turn to whenever they seek for additional information that they cannot affect themselves. The high trust in the close relationship between employees and managers/supervisors also imply that such trust must be kept, and not broken. Also, with high trust between employees and managers/supervisors, employees are more likely to reveal misconduct, i.e. whistleblowing. The importance of making sure that managers/supervisors are updated on local CSR content cannot be stressed enough, and need to be taken into consideration.

6.3 Guiding Principles of our Study

Influenced by the guiding principles of Jönköping International Business School: “Entrepreneurial in mind, International at Heart, Responsible in Action” (Jönköping University, 2016), we have designed our research process. By following these values we have at all times acted accordingly, and we have considered all the actions and steps of our study in association with the guiding principles.

With the aspect of being entrepreneurial in mind, we have during our study demonstrated our creative capabilities and innovative ideas through our interview exercise and scenario, as well as our choice to extend current research with our view on PR and CSR. This was done with a passion for the field and the curiosity to contribute by introducing new ways of conducting research. By being responsible in action, we consider our study to highlight one of our times most central issues: the social and environmental concerns in the world. To reflect upon how we can create a better society, we provide management with a tool to understand the implications of CSR communication from employee preferences. Hereby, we correspondingly emphasize the importance of bearing in mind that the world’s social and environmental issues affects the whole world and we reach the value of being international at heart.
References


REFERENCES


REFERENCES


REFERENCES


## Appendix 1

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<tr>
<th>AREA</th>
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**APPENDIX 1**

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**Corporate Social Responsibility**

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<th>c. Stakeholder</th>
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Appendix 2

This section includes the qualitative interview questions of our research.

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<th>INTERVIEW QUESTIONS</th>
<th>THEORETICAL CONCEPT</th>
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<tr>
<td>1. What department do you work in?</td>
<td>Multiple unit of analysis- Case Study</td>
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<tr>
<td>2. In general, do you perceive Clarion Hotel Post to have a responsibility towards social issues?</td>
<td>Ice Breaker- Awareness of CSR</td>
</tr>
<tr>
<td>3. How were Clarion Hotel Posts and Nordic Choices established values regarding CSR communicated to you when you started working at the hotel?</td>
<td>Current Communication Style</td>
</tr>
<tr>
<td>4. Does Clarion Hotel Post invite you to a dialogue before implementing CSR activities, or is the communication one-way? What would you prefer?</td>
<td>Preferred Communication Strategy</td>
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<tr>
<td>5. When CSR activities are implemented, how do you receive the information? Do you prefer to have the possibility to leave feedback on those activities or not?</td>
<td>Preferred Communication Style</td>
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<tr>
<td>6. Do the content of the CSR activity affect whether or not you are interested in taking part in the activity? “If yes, what subject is more interesting/relevant to you? Why? (Exercise)</td>
<td>Content of CSR</td>
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<tr>
<td>7. Name two of the various CSR activities that Clarion Hotel Post have implemented, one that you were a participating in and one that you were not. 1. How was this communicated, and did that affect why you choose to participate? 2. Did the communication affect why you did NOT choose to participate?</td>
<td>Content of CSR Communication Strategy</td>
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</table>
8. Scenario question: Clarion is currently doing “Regnskogsfonden” as a CSR activity. They are now going to plan for a new activity. How would you prefer the activity to be implemented?

1. I trust that Clarion knows what they are doing, and prefer the communication to happen through one-way channels
2. I want to actively take part in the decision-making process through a two-way dialogue
3. I do not want to actively take part in the decision-making process, but I want to have the ability to leave feedback

Why did you choose alternative X, or would you prefer to have it some other way?

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<th>Communication Style/ Channel Preference</th>
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9. The Intranet on Clarion Hotel Post is “The Wall”:

1. What type of CSR information would you like to receive through “The Wall”?
2. What type of CSR information would you like to receive through face-to-face communication?

<table>
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<th>Channel Preferences</th>
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10. Do you consider that there is room for you to raise your voice and initiatives to be heard regarding CSR at your work?

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<th>Communication Strategy</th>
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Appendix 3

In Appendix 3 the exercise in our interviews is described. Part 1 includes different content of CSR, and Part 2 emphasizes Communication Styles.

Part 1:
The figure indicates the four pictures that the respondents were shown in the exercise. The four papers include four perspectives/implications of CSR content, to fully emphasize the importance of content in our study. We held the exercise in order to get the respondent preferences to increase the personal perspective of content from the respondents’ viewpoint.

Each paper include the specific content of CSR and some examples were shown in order for the respondent to be able to identify where the specific content is used at their workplace, Clarion Hotel Post in Gothenburg. In Part 1 these papers was shown to the respondent and elaborated upon in order to reach Part 2 of the exercise.

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**STAKEHOLDERS:**
- Code of Conduct
- Work environment
- Employee Handbook

**ENVIRONMENT**
- Ecological Food
- Meat Consumption
- Palm Oil

**SOCIAL ACTIVITIES:**
- Movember
- Regnskogsfonden
- Save the Rhinoceros

**ECONOMY:**
- Annual Reports
- Budgets
- Investments
Part 2:

In Part 2 we extended the exercise in order to reflect on the Communication Style that the respondents preferred for the different types of CSR Content. Each respondent of the interviews had the opportunity to reflect upon the content in Part 1, and thereafter place each content on the ideal communication style. We gave examples in each respective communication style to emphasize how the specific communication style is used, in order for the respondent to comprehend with each communication style appropriately.

<table>
<thead>
<tr>
<th>ONE-WAY COMMUNICATION</th>
<th>TWO-WAY ASYMMETRICAL COMMUNICATION</th>
<th>TWO-WAY SYMMETRICAL COMMUNICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Newsletters</td>
<td>• Intranet</td>
<td>• Face-To-Face</td>
</tr>
<tr>
<td>• E-mail</td>
<td>• Social Media</td>
<td>• Open Dialogue</td>
</tr>
<tr>
<td>• Brochures</td>
<td>• Feedback to decisions</td>
<td>• Meetings</td>
</tr>
<tr>
<td>• Instruction guide</td>
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</tbody>
</table>
Appendix 4 presents the pre-defined and emergent-themes emphasized in our thematic analysis.
### Appendix 5

#### DATA EXTRACT

<table>
<thead>
<tr>
<th>Statement</th>
<th>Coding</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;I have not heard about that yet, or I have, but it is nothing that I remember&quot; (R1)</td>
<td>Not remembering the information that has been communicated</td>
<td>Aware but Unaware</td>
</tr>
<tr>
<td>&quot;Many times, information about &quot;We Care&quot; and other matters have been communicated, but I believe that no one is really aware of its meaning&quot; (R3)</td>
<td>Awareness of CSR</td>
<td>Aware but Unaware</td>
</tr>
<tr>
<td>&quot;Sometimes you get involved, without knowing what you are getting involved in&quot;(R5)</td>
<td>Do not know the activity</td>
<td>Aware but Unaware</td>
</tr>
<tr>
<td>&quot;It is taken up once in a while, but not so often, often enough so I barely remember it&quot;(R11)</td>
<td>Communication about CSR</td>
<td>Aware but Unaware</td>
</tr>
<tr>
<td>&quot;If I feel that if I can make a difference in any scenario, then I am able to be more motivated to get involved. However, if it is something I do not believe in, then I do not have the interest either&quot;(R5)</td>
<td>Belief in the activity</td>
<td>Belief in Activity</td>
</tr>
<tr>
<td>&quot;I personally see it as a &quot;jippo&quot;, it is good that it is clean but there are communal companies that are to clean&quot;(R4)</td>
<td>Not genuine concern</td>
<td>Belief in Activity</td>
</tr>
<tr>
<td>&quot;It is the content that matter, if it something that feels genuine, then I want to participate&quot;(R4)</td>
<td>Concern for genuine activities</td>
<td>Belief in Activity</td>
</tr>
<tr>
<td>&quot;There is frustration and you do not give 100% since you do not believe in what you do&quot;(R5)</td>
<td>Misbelieve in own ideas</td>
<td>Belief in Activity</td>
</tr>
<tr>
<td>&quot;I think I have to bad ideas or I do not believe in them myself, and therefore I do not get involved. However, I would probably engage if someone else takes the initiative&quot;(R9)</td>
<td>Misbelieve in own ideas</td>
<td>Belief in Activity</td>
</tr>
<tr>
<td>&quot;The Facebook page, it is a good place for everyone, almost everyone has Facebook. And it is also open for everyone&quot;(R2)</td>
<td>Facebook</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;I prefer to sit down in face-to-face conversations; I would have said it on all matters of communication. It is easier to explain and understand each other, and the feedback is quicker. That I would actually prefer&quot; (R3)</td>
<td>Easier to explain and understand each other</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;I call directly to those that I have to communicate with, then I use our internal Facebook group&quot;(R4)</td>
<td>Facebook</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;Through morning meetings or...the best would be if our department had their own specific e-mail address where we can receive relevant information. Now we have to trust that our manager informs us&quot;(R5)</td>
<td>Can`t control the information</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;They send us an e-mail and tell us that this week this activity is happening and we need this many from this department. That is how we get the information&quot;(R6)</td>
<td>E-mail</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;On the intranet, I would like to receive information about how other hotels are doing, how they work with sustainability and other issues, that would have been interesting&quot;(R6)</td>
<td>General information from intranet</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;To leave feedback on Facebook is hard, you lose the personal focus and hard to know if it really gets people&quot;(R7)</td>
<td>In personal focus on Facebook</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;Prefer meetings, Great-meetings as communication channel.(R7)&quot;</td>
<td>Prefer meetings</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;Meetings are the best, then you can always ask if you have any questions&quot;(R7)</td>
<td>Facebook, Meetings</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;It is mainly through social media. We communicate through our internal groups on Facebook, but also through Employee-Meetings that are arranged once a month. At the meetings, you have the chance to ask if you have any questions. However, I believe Facebook is sufficient in that way, since when you want to comment you can do that. It is easy&quot; (R9)</td>
<td>Facebook</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;The Wall is an alternative, it comes from the management team, and then they take it with their employees, sometimes from others how frequent and good the information is&quot;(R10)</td>
<td>Communication Channel</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;Great with meeting and be able to discuss&quot;(R10)</td>
<td>Style</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;I have never used the Wall&quot;(R11)</td>
<td>Not using The Wall</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;I do not need to hear it personally about events that are going on. It works just fine with email, or statistical about how much we have sold for. But when it is more things that concerns me&quot;(R11)</td>
<td>Channel: Email- fine with events, more personal =dialogue</td>
<td>Channel</td>
</tr>
<tr>
<td>&quot;Information comes in mail. We have a web page, where we have all the information, about what is happening at the hotel and so on&quot;(R12)</td>
<td>Channel</td>
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</tr>
</tbody>
</table>
"First, it is the line up every morning, and then we have our meetings in the mornings where we receive information about our department" (R13)

"We have our C2, So I think I can say what I want about the most there" (R13)

"Through the lineup, we also have newsletters of the department and then on the morning meetings" (R13)

"On Facebook, on our department page, Clarion staff meetings, general meetings and information about activities" (R13)

"Happening at the hotel in general, what is going on in all the different projects, conferences, bigger things that happen. I would like to have it out there, and also information about the personal handbook" (R13)

"Once a month we have a smaller meeting, and then you can bring anything up for discussion about what has been good and everything we can do better, and what has not functioned" (R14)

"Sometimes I check the lineup, but it’s mostly on weekends, otherwise just email" (R14)

"We have intranets, we have our meetings, we have many different places where we can actually give an opinion" (R15)

"Getting a bigger picture, a little bit about economy so you know what’s going on, and what’s going on, in the market and that stuff, you get a picture of what’s happening and how we move forward" (R16)

"We have an internal Facebook-page, where they communicate a lot" (R17)

"Our own C2 system, where all internal communication is happening, if you have comments, or if guests have" (R17)

"I think that the Intranet functions well" (R18)

"Yes, they are good. A lot of one-way communication there, information that are going out, but I also think that we are trying to mix it up with some more questions to discuss, open questions and they give space to come up with your own proposals and so on" (R18)

"Information about Clarion from management, not what’s happening in their personal lives, but more what’s happening at Clarion and their plans, what’s the next step and in which direction the chain is moving" (R19)

"Things that should motivate people of course, it’s not possible to motivate through text, one should also motivate people through other people" (R19)

"The staff has the opportunity to say what they want to say, if they have and requests and sometimes in the Great-meeting we only have passion, we discuss how we feel at work, and sometimes we just dance" (R20)

"There is very few at my department that has access, so it is really no good channel to communicate anything, I think. If it concerns everyone" (Respondent 4)

"Have never heard that we are to look at the Wall, or that there is important information there. For me it does not feel important" (Respondent 7).

"I usually do not turn to the intranet to receive general information, rather I use it when I need to go to our database to check information about bookings and customers" (R8)

"It is mainly because we do not have any computer available in our department, if we had one, I probably would have used it more" (R6)

"I am not so much for numbers" (R1)

"I might not think economy is very interesting, but I would like to get an insight, which I believe we get from our Great-meetings" (R2)

"According to me, environment is very important. I consider that everyone should reflect upon it. Things happen every day and you never know for how long our earth will stand the pressure. It is important for our children and grandchildren" (R.8)

"I do not know so much about economy or how they work with it" (R6)
"It does not embrace environmental matters that much. At meetings, it is more about how it has been, if we have reached our goals, and what we have sold for... I do not perceive that there is information about how we are doing at our hotel, or environmental issues" (R6)

"Great-meetings - they can be a bit monotonous, it is usually that we go through the economy and the work of the month, so not all information is communicated. But it could be a good channel"(R7)

"Environment and Social activities are more interesting to me"(R10)

"Economic, environmental and social activities are more interesting"(R11)

"Symmetrical for the environment- where there are many things you can think about when it comes to the environment(R11)

"I do not attend the meeting that often. It's a bit of time before anything happens(R1)

"I do not need to have an open dialogue and discuss the budget"(R13)

"Economy, I'm not involved, but I always want to learn"(R14)

"A lot of numbers, much about the budget all the time. Of course they need to take it in, but it might have been more interesting to talk a little bit more about thing like this environment. Perhaps, we can influence and come up with our own ideas(R15)

"The environment is so different, so wide, can be something for someone and something else for someone else(R17)

"Economy, more concrete information, more important to have in a newsletter or like that"(R17)

"It's about what is connected to the service you have"(R17)

"What is perhaps closest to me if that I have a huge staff, so stakeholders feels very important and up-to-date... for me it is important that the personnel and I have good conditions"(R18)

"Stakeholders feels important that there is a two- way symmetrical, that you have face-to face and have a dialogue with both the employee, and from the top to me, feels very important that they do not only present a completed draft, so I can make a difference and influence it"(R18)

"Economy- a lot one-way. Already a finished package and so on."(R18)

"Important to have an open dialogue when it comes to people, especially as we are so close"(R19)

"The Economy, and those stuff, we get a lot of information at our employee meetings, and then it's one way information- we do not discuss about that"(R16)

"We do a lot at Clarion, but then it may be too much for everyone to know"(R3)

"Sometimes you get the impression that there are a lot of projects going on and I believe that it is very exciting... However, some projects you are more engaged in than others and it is hard to keep yourself updated in everything" (R9)

"Many mails, so much information all the time"(R10)

"A little bit to ambiguous"(R12)

"We do so many thing. It's hard to get everything out to everyone"(R20)

"More dialogue, and the opportunity to respond to"(R10)

"If there is such thing as saving the rainforest, or the kids in Africa to get clean water, then it's too huge for me, then I can not affect it anymore, or I don't want to affect something, because someone else is already doing that and are more knowledgeable in their field' (R19)

"If I come with an opinion, I do not believe something will happen anyway"(R2)

"It takes a lot of time before anything happens"(R2)
"Of course I can raise my opinion, but it is a big company with many hierarchical layers and when you are relatively far down in those layers, I believe that there is not much happening with the opinions" (R2)

"Then I do not know if they can care for it and do something with it, but they do listen" (R3)

"For example, there was decided that the staff food should be "vegetarian Mondays", they had it for a couple of weeks, but then I guess the chefs lost their interest so we have tried to pursue it again, but it is impossible" (R5)

"Yes I believe so, that you have the ability to bring it up. But I do not know if it would have been done or so. But the opportunity to raise your opinion is there" (R6)

"It is a very big hotel and if everyone were to be involved, then it would take a very long time" (R7)

"I chose to participate because it did not cost me anything and it was for a good cause" (R7)

"A long step, centrally down to one employee. It doesn't need to be long, but sometimes it gets too far." (R10)

"Budget, numbers and things like that, There is not much we can do about it" (R8)

"Quite central, one-way information: " I think they do it well, and if you want to be a part of it that is possible, but it's more central in a bigger chain, if we would have meetings about these things, at all hotels, that so difficult" (R16)

"Such a large hotel, with a lot of information an information flow, sometimes it feels like the marketing department do their stuff, but the information does not come down to everyone" (R16)

"Bigger events that happens in Sweden, maybe we do not have to sit and discuss about that" (R19)

"Higher lever, do not want to make an input, it's okay that it comes through one-way information" (R20)

"Economy, one way, not so much to say to my closest manager what to do with our economy" (R11)

"On a global level, I certainly do not want to be involved, it is better to be done on a central level of the corporation. The more local it is the more I prefer to be involved and able to raise my opinions and suggestions" (R19)

"We have our Great-meetings, once a month, but we do not always have the time to go since it is hard to leave your working duties" (R2)

"I have a lot to do so I do not have the time to see everything, or be involved in everything, but you see it here and there that Clarion is involved in a good cause and the society. If you are involved, you are proud as well" (R7)

"I have not attended the introduction course, I started it but then I had to finish it due to the workload, I did not have the time" (R8)

"It is relatively local and I think that is good. But I can also feel that they should be more in-depth, but at the same time they can’t, we all have a lot to do and we can’t go in-depth. It is a bit inadequate information, but then it is up to me to search for more" (R8)

"It’s fun to be involved at our hotel, but not in all the project, I do not have time for that" (R10)

"Large meetings are such a great opportunity to inform and reach everyone, but very few are attending these meetings in relation to the many that are employed here...It has to do with time" (R10)

"Otherwise it is about the time" (R10)

"If I were to participate in anything, would be social activities. The reason why I don’t is because of time" (R13)

"Lack of Time" (R14)

"Would probably not spend my spare time on this" (R14)

"Now you just open The Wall, and then you click it away. You do not bother, you don’t have the time" (R15)

"Takes longer time, and you do not have time, you work effectively when you are here" (R16)

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</tbody>
</table>
"In the corridor, during workshops or when you are sitting together" (R3)  &  Informal channels  &  Interpersonal Channel  
"If they were to gather us sometimes and just address what is going on at the moment. That we had some kind of weekly meeting or something, that I would have appreciated a lot" (R3)  &  Weekly meeting  &  Interpersonal Channel  
"The easiest way is to decide a meeting or grab the person I need to talk to" (R4)  &  Meeting or responsible person  &  Interpersonal Channel  
"Personal contact that I have and prefer" (R7)  &  Personal contact with others  &  Interpersonal Channel  
"Either it is personal contact on the way, or through Facebook" (R8)  &  Facebook, or personal contact  &  Interpersonal Channel  
"If it would have been ecological fruits, then I would have asked those in the kitchen" (R8)  &  Asking responsible staff for more information  &  Interpersonal Channel  
"I am not the person who sends an e-mail, rather ask the person in question" (R9)  &  Prefer personal contact  &  Interpersonal Channel  
"We keep good communication here, we work with each other" (R12)  &  Communication  &  Interpersonal Channel  
"I have the opportunity to meet anyone in this place, I can go to the directing general of the hotel and tell him "I need to know this, this and this" (R12)  &  Information Searching  &  Interpersonal Channel  
"If I have anything to say, I usually say it. And then I say it directly to that person" (R13)  &  Feedback  &  Interpersonal Channel  
"We always have each other, most people are knowledgeable in different areas" (R15)  &  Personal Contact / Channel / Search for information  &  Interpersonal Channel  
"Depends on which area it belongs to- But usually I seek up the one responsible" (R15)  &  Channels  &  Interpersonal Channel  
"I could absolutely be involved in it, but it does not really feel like the restaurant is part of these activities. Accept that we are serving food and beverages, but that is ordinary working duties." (R2)  &  Work related involvement  &  Local Impact  
"I believe it to be hard since it is such a big company...but it can be if it has something to do with the restaurant" (R2)  &  Affect department  &  Local Impact  
"I believe environmental matters are more relevant, since we deal with food matters daily, we can contribute from our department. This is what we have been specialized in. In comparison to other matters we are not involved in, for example the shoe help, where we donated our shoes but only received the information" (R3).  &  Relevance for department  &  Local Impact  
"This with the environment has come so close to be because of my department" (R3)  &  Department Relevance  &  Local Impact  
"Nobody in our department is specially involved in this, it is only the environment we are a part of" (R3)  &  Department Relevance  &  Local Impact  
"When it is such a big thing, we are such a big company, then it would have been enough to just leave my feedback" (R3)  &  Bigger events or activities matter  &  Local Impact  
"If I were to be involve, I have to feel that it is something that I can contribute a lot too and is one of the important issues" (R4)  &  Need to feel the ability to contribute  &  Local Impact  
"I feel that I have the ability to influence on a local level" (R4)  &  Local concerns  &  Local Impact  
"No I cannot agree, there has been several times when they initiate projects and the information are not reaching the departments affected, and it reaches us only when it is ongoing, and then we are overloaded with information" (R5)  &  Communication failure, departments forgotten  &  Local Impact  
"We have a small board in our department, but it would be better if there was one for the whole hotel. It is usually through other boards we get our information and then it is not relevant for us" (R5)  &  Lack of information, not relevant  &  Local Impact  
"When I meet people in meetings, I would like to know how we are doing, how we work with sustainability and if it works or not" (R6)  &  Local information in meetings  &  Local Impact  
"Since I am involved in the design of conferences and exhibitions, I usually get the information from the beginning" (R8)  &  Work related information directly  &  Local Impact
"I chose to participate because I was involved all the time. Not involved in the very first planning stage but I got involved, I was more actively engaged" (R8)

"A social activity that is, everything is relevant of course, but that with the shoe help was easier to contribute to. Same with the environment, take away the palm oil, it is easier to relate to I think" (R9)

"A mix of all three. It feels like one might be more interested in certain issues, while one at the same time is interested in what happens in general. But there are certain issues, that I relate to such as the shoe help and some you are more involved in than others" (R9)

"Economy is very interesting, fun to work with economy. Great to hear this information on meeting, how it goes for the hotel itself" (R11)

"If it is something important, then the managers informs us" (R14)

"When it comes down, then I think, personnel issues are the most important, about work environment" (R15)

"It's always fun to be involved in things that concern you and that you feel are important" (R16)

"It is so very important for our employees how we feel at our workplace" (R17)

"Locally more engaged. More important if there is local: Absolutely" (R17)

"Somewhere in between- Because I do not think you can mash all social activities together to one, and say that this is how they should be handled. But smaller events only done in Gothenburg, that you can sit and talk about" (R19)

"What we can influence ourselves, is what's closest to you" (R19)

"More stakeholder, owner and that part, I do not personally have the contact with that in the same way" (R20)

"If our chef in the kitchen would suggest that we should take in products with palm oil before an event, I would probably say that: "But if we do that it will result in badwill on these levels". Here I would like to be able to influence the decision, I do not want to take the decision, But I want to be able to influence it and leave feedback" (R20)

"You can always do that, but it feels like when we find out what is going to happen for example cleaning Gothenburg, then it is already decided, it is already done. So it is hard for us to leave our opinion since we are not in the planning stage" (R2)

"It feels like when the information reaches us, the ability to influence the decision is already gone. It has been communicated through a intermediary who are not involved in what we do" (R3)

"First and foremost, my closest manager, he is supposed to know" (R1)

"If I want to know something, I go to my manager or Facebook" (R1)

"Goes from top management to my manager, the chef, that communicate it to me" (R1)

"Communicate through C2 or my manager" (R2)

"I would go and ask my manager first and foremost" (R2)

"It comes suddenly and everything I get to hear from top management team is usually from my chef leader or supervisor" (R3)

"I want the information from my closest manager, not from a collective group" (R5)
"Usually we get the information through our weekly newsletter, that our manager sends every Thursday.....then we also have an internal Facebook page" (R6)
"Usually it goes from top management to our manager and then to us, and that's about it" (R6)
"I usually turn to my closest manager or the assistant manager, and I believe that they listen. Therefore I turn to them if there is anything on my mind and it is helpful since they can pass it on to top management" (R6)
"I turn to my closest manager for information" (R7)
"I talk to my closest manager" (R10)
"First I turn to my line manager, It is quite natural that I go there first, and If they do not know the answer to my questions, I will go to the specific area" (R11)
"Supervisors usually give us the information... Especially in the mornings supervisors give us the information" (R12)
"Heard it from the supervisor during morning meetings. We can bring everything to the morning meetings" (R12)
"I would have talked my closest manager" (R13)
"It is managed from the managers and down, so our supervisors will email everything to us" (R14)
"Depending on what it is, but I have my supervisor and she sits next to me. Generally I'm good at coming up with both good and bad ideas, but I'm not implementing them" (R16)
"Especially to your nearest manager, raising the questions and the maybe there will be a discussion on that level, then it can be decided to take it further" (R17)
"More routines and work that was on the agenda. The Great Meeting we have had since the start, and the department managers meeting. There we get a lot of information about the hotel and then I take that information with me to my department and communicate it" (R18)
"Turn to my closest manager, or second-manager" (R19)
"Depends on the decision, but often I turn to my closest manager, or the manager who is responsible for the sustainability work in the house" (R20)
"You get general information on what is going on. But then I would also like an e-mail too so you read it, but I also think it is more nice to get it told to me, then it is easier to understand what is going on than an e-mail" (R9)
"I Prefer, when someone comes and speaks, it's the best way and then to be reminded on a piece of paper" (R13)
"I would like to be involved, because I have much to say about it. Especially the environmental matters, since I am interested in them" (R4)
"There's the interest in general, It probably would not affect me in what way they would have sent the information" (R14)
"If you want to, you always get the opportunity to read about everything that happens in the house, it's more the questions of what interest you have for yourself and if you want to know exactly which exhibits that are available" (R17)
"I think it all gets to me, maybe also because I engage in everything, I think that everything that has with Clarion to do interest me, and if I do not have the understanding about it, I seek for the information myself" (R19)
"Environment matters are important to me, but it also perhaps on a more private base. How to eat and what you eat and so on... I do not work at F&Bs, so here I cannot be a part of influencing that much, but I still think it is important" (R18)
"They do very much, and many good things. But it may be a bit naive sometimes too. There are things that look good on paper or type, but does not work so" (R11)
"I would prefer to have an open dialogue about environmental matters, since I am knowledgeable in the subject and interested in general. I also believed that many environmental investments are done for PR purposes, to look good, whereas there are other purposes that are more important. Therefore I prefer to be able to influence" (R4)

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Source Content</th>
<th>Strategy</th>
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<tbody>
<tr>
<td>PR Purposes</td>
<td>Skepticism</td>
<td>Source Content</td>
</tr>
<tr>
<td>Hypocrisy</td>
<td>Falseness</td>
<td>Information</td>
</tr>
<tr>
<td>Not enough information to answer guests</td>
<td>Access to sources of information</td>
<td>Need of dialogue to be committed</td>
</tr>
<tr>
<td>Enough information to answer questions</td>
<td>Channel</td>
<td>Source Content</td>
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<tr>
<td>Motivation for information</td>
<td>Source Content</td>
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<tr>
<td>There needs to be a dialogue to be emotionally committed&quot;(R5)</td>
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<tr>
<td>&quot;I think those who start a project are to have the responsibility so that the affected staff know what is required of them, so they do not throw an activity on us without us being informed before&quot; (R5)</td>
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<tr>
<td>&quot;Activities undertaken by Choice, the information comes directly to me. I get the information through the wall, or by mail, or through our heads of departments sometimes through the general meetings. (R10)</td>
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<tr>
<td>&quot;When you get information about the economy, the environment and how to dress and so on, it feels a little more like I don’t need to be involved, but at the same time I want to say something about it.(R13)</td>
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<tr>
<td>&quot;We get enough information to us once it has been planned well&quot;(R15)</td>
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<tr>
<td>&quot;There are so many things that are happening that you want to be participate in and support, but they have chosen these and then we do not have so much to say about it”(R15)</td>
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<tr>
<td>&quot;I have the feeling that everyone gets the opportunity to be involved”(R16)</td>
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<tr>
<td>&quot;Newsletters each week, something that started to communicate through. At the level where I work, it’s been a quite clear package of information&quot;(R17)</td>
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<tr>
<td>&quot;Prostitution, we have been involved to the extent that we have educated us, and been to lectures with the personnel how to handle these circumstances if they happens, but mainly the reception&quot;(R17)</td>
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<tr>
<td>&quot;I feel that I am a lot involved and have an influence on the projects we should run and how we shall do them and so on“(R18)</td>
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<tr>
<td>&quot;Because there are numerous employees in a large corporation, I consider it important that the decision is taken somewhere. However, I prefer to leave my comments and give feedback if there is something I can leave suggestions on. I believe it is important that it is not delivered as “here you have the finished package” and it is closed. Instead, I prefer when there is an opportunity to get back with feedback or raise questions” (R18)</td>
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**APPENDIX 5**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Style/Strategy</th>
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<tbody>
<tr>
<td>&quot;I do not believe that we are being asked about anything&quot; (R2)</td>
<td>No consideration for employees - no dialogue</td>
</tr>
<tr>
<td>&quot;We have a box at our entrance, where we can put our notes or something we want to change...and I really think they consider them when we send them, either through e-mail or this box&quot; (R6)</td>
<td>Opportunity to leave feedback</td>
</tr>
<tr>
<td>&quot;Pure information, not involved in that way&quot; (R10)</td>
<td>Dialogue</td>
</tr>
<tr>
<td>&quot;The information goes out to the managers, and then it stops there&quot; (R10)</td>
<td>One-way directed information</td>
</tr>
<tr>
<td>&quot;Stakeholders and Economy- One Way. I do not have so much to contribute to this type of information&quot; (R10)</td>
<td>Content</td>
</tr>
<tr>
<td>&quot;Probably one-way. Appears on Facebook that we will have this event&quot; (R11)</td>
<td>One-way through Facebook</td>
</tr>
<tr>
<td>&quot;I think there is room for if you have a good idea, and it is something you really want to do, whatever it may be. There are many people to turn to.&quot; (R11)</td>
<td>Initiatives</td>
</tr>
<tr>
<td>&quot;Very open, because they have told us that if we have our own ideas, or projects that you might want to implement, they are of course open to listen to that&quot; (R13)</td>
<td>Dialogue - Opinions - Positive Initiatives</td>
</tr>
<tr>
<td>&quot;If I get a super idea that something could be done, there would not be a problem to say it to anyone&quot; (R13)</td>
<td>Initiatives</td>
</tr>
<tr>
<td>&quot;I think it would have been more fun if everyone had something to say about what they think, it would be larger than&quot; (R15)</td>
<td>Say something about the content</td>
</tr>
<tr>
<td>&quot;Yes, and we have the opportunity to do that. I would say that if we have comment about something, we can always leave those comments&quot; (R17)</td>
<td>Opinions - Opportunity</td>
</tr>
<tr>
<td>&quot;If you have another point of view on something : of course you can be involved and say it&quot; (R17)</td>
<td>Style, Opinions</td>
</tr>
<tr>
<td>&quot;You should be able to make comments/leave feedback at later stages if you want to&quot; (R17)</td>
<td>Feedback</td>
</tr>
<tr>
<td>&quot;Mostly, things are already functioning. Therefore, we receive them as a clear package of information. They are already established and thus, it is not required to make any major changes from a global level&quot; (R19)</td>
<td>Strategy from Chain</td>
</tr>
<tr>
<td>&quot;If you have your own ideas, people do listening happily&quot; (R19)</td>
<td>Style, Ideas/ Opinions</td>
</tr>
<tr>
<td>&quot;You always have the opportunity to make suggestions&quot; (R20)</td>
<td>Stakeholder - Ideas</td>
</tr>
<tr>
<td>&quot;If I have an initiative, I definitely think that I have the space and I know that from former experience&quot; (R20)</td>
<td>Initiative Yes</td>
</tr>
<tr>
<td>&quot;I've definitely been able to come with inputs before, &quot;can we do this, this way instead&quot; and then often say &quot;Yes&quot; immediately&quot; (R20)</td>
<td>Initiative Yes</td>
</tr>
<tr>
<td>&quot;Social activities: it feels like that we are coming with feedback, but it's not like we are having a meeting, but you can communicate, and make suggestions&quot; (R16)</td>
<td>Feedback/ Involvement</td>
</tr>
<tr>
<td>&quot;Feel that there are a lot of people who knows exactly what they are doing...in comparison to me, who does not know anything&quot; (R1)</td>
<td>Trust in colleagues</td>
</tr>
<tr>
<td>&quot;Two-way symmetric is hard at such a big company, there is a reason for having a top management group, and I think they are doing a good job, so I do not believe it would work&quot; (R2)</td>
<td>Trust in top management, believe they are doing a good job</td>
</tr>
<tr>
<td>&quot;Have to trust that those who do the activities know what they are doing&quot; (R5)</td>
<td>Trust in responsible staff</td>
</tr>
<tr>
<td>&quot;I have felt that it is not necessary for me, because there are others who work with it that knows it better than me. At the same time, I know that there is an open dialogue between departments and with my closest manager. The doors are always open, do you want to talk with someone else, you do it&quot; (R7)</td>
<td>Others who know better</td>
</tr>
</tbody>
</table>
"There are people who are much better at it. Clarion is very passionate about these issues so it's up to them" (R11)  
<table>
<thead>
<tr>
<th>CSR activity</th>
<th>Trust in relationship</th>
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"Economy is fun, as long as you keep it to debit and credit. But when it comes to other thing there are those that know it better" (R13)  
<table>
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<tr>
<th>Those who know it better</th>
<th>Trust in Relationship</th>
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"Most interested in social activities" (R13)  
<table>
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<tr>
<th>Economy- People know it better</th>
<th>Trust in Relationship</th>
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"I rely on our management team, that they know where they are going" (R13)  
<table>
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<tr>
<th>Information</th>
<th>Trust in Relationship</th>
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"The people that works with that are experts" (R16)  
<table>
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<tr>
<th>Not economy</th>
<th>Trust in relationship</th>
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"I trust what they do" (R16)  
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<tr>
<th>Trust management</th>
<th>Trust in Relationship</th>
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"The fact that we are a larger chain, and that we have, many in my opinion, the right people at the right places at the various departments" (R17)  
<table>
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<tr>
<th>Trust in one-way</th>
<th>Trust in Relationship</th>
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"I trust what they do" (R19)  
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<th>Trust in Relationship</th>
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"We have people who have an education to handle all of that stuff, I think it is fun to get that information" (R19)  
<table>
<thead>
<tr>
<th>Economy Content</th>
<th>Trust in Relationship</th>
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"Not just thinking about myself, but I have full confidence that the management team can make those decisions, about which partners we will work with, I do not need to have an impact in that, but I can always have wishes" (R20)  
<table>
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<tr>
<th>Trust in Management</th>
<th>Trust in Relationship</th>
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"They show that they have confidence in me, in my role, in the same way that I can show them that I have confidence in their role!" (R20)  
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<thead>
<tr>
<th>Trustworthiness in Channel</th>
<th>Trust in Relationship</th>
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"We are to get communication from our manager, but that can fail sometimes. We do not have any e-mail, so we do not get any weekly newsletters, but we are to get it printed by our manager. But if he forgets, then we are left to believe we will get it anyway. But then it is almost always too late" (R5)  
| Managers are to communicate | Trust in Relationship |