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„ Decision-making and the perception of CSR: The effects on the career decision of individuals in regard to rural areas “

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Abstract

The present master's thesis is aimed to examine if Corporate Social Responsibility of a firm could be a more important motivational factor than salary, for potential employees to move to a rural area for a job as well as if the decision-making profile of an individual has an influence on their perception of the importance of CSR. The data was conducted through an online questionnaire survey, which was aimed at individuals with a high school or higher degree. The questionnaire was divided into four categories: demographic information, decision-making profiles, CSR and the importance of salary and place of residence. These categories were then empirically analyzed through a paired t-Tests, a Pearson's correlation analysis and a multiple regression analysis in order to answer the hypotheses of this master's thesis. The results show that the place of residence as well as salary are more important to individuals than practiced corporate social responsibility of a potential employer. The findings also revealed that the perceived importance of CSR has no influence on an individual's decision to move to a rural area. However, the analysis also exhibited a trend in which a person with a high CSR score, could be more willing to give up a higher salary for a company that practices CSR. Last but not least, the empirical examination revealed that the decision-making profile of an individual has no significant influence on their perceived importance of CSR. Nonetheless, the analysis presented three trends between the decision-making profiles *Effort invested in the process*, *Speed of making the final decision* and *Aspiration for an ideal occupation* and the importance of CSR.

Keywords: Corporate Social Responsibility, decision-making profile, rural areas

1 Introduction

Many major companies such as Adidas or SAP are located in rural regions, which cover almost 90% of the EU (European Union, 2018). Therefore, it could be assumed, that it is important for those companies to attract young talents to move to these rural areas in order to stay competitive. Nowadays it is more likely for graduates to move to urban areas. Millennials prefer to live in cities, which are filled with people and give space to creativity. Younger people want to interact with their peers and encounter new and diverse people in order to broaden their knowledge and experiences. In a big city the probability is higher to experience these things because of a larger population (Nielsen, 2014). Further research has shown that there is a tendency for young and highly educated individuals to move towards places, which have a higher quality business environment due to the fact that they are more subjected to the job market (Chen & Rosenthal, 2008). Additionally, urban areas have further advantages such as the public transportation system, which results in a more convenient day to day life through easier and faster travelling. Further benefits of cities might be that they are considered to have a better educational and health system as well as they provide a larger variety of cultural facilities such as cinemas or museums that would attract individuals to not only move temporarily to an urban area but also stay. (Kumar, 2016; Eurofound, 2020) Nonetheless, there could be many benefits for individuals when moving to a rural area. These benefits consist of lower housing cost, lower social exclusion, a higher employment rate and scenic environmental health benefits. (Howard, 2001; Payne, 2006; Eurostat, 2018)

Companies have to offer further benefits to persuade graduates to move to rural areas and work for them. According to Nielsen (2014) and Srivastava and Banerjee (2016) millennials want to enjoy their job as well as they want to support their local communities. Therefore, it could be assumed that corporate social responsibility is an incentive for applicants to move to a rural area for a job. Corporate social responsibility which will be discussed in detail further down could be defined as a company's obligation towards the economy, the government, ethical norms and education which lead to social welfare. (McGuire, 1963; Carroll, 1991) One main research question of this master's

thesis is if corporate social responsibility and its perception have an influence on the job decisions of graduates and further motivate them to move to a rural area. Motivation can be defined through various ways but for the purpose of this master's thesis the focus will mainly be on the self-determination theory that divides motivation in intrinsic and extrinsic factors and tries to identify in which category corporate social responsibility fits best (Ryan & Deci, 2000). Research has suggested that corporate social responsibility could be a major intrinsic motivator for employees (Aguilera, Williams, Rupp, & Ganapathi, 2007). This suggestion could provide companies with the opportunity to adjust their employer branding in a more favorable way for existing and future employees and create a higher organizational commitment. In addition, employer branding consists of an organizational effort to position the company as an attractive employer as well as to differentiate from competitors. It can be divided into three subcategories: the *functional*, *economic* and *psychological* employer branding, which will be explained in more detail later. (Verčič & Čorić, 2018) This concept could lead to a positive effect on organizational commitment as the commitment is created by a strong belief of individuals in organizational goals as well as the wish to be a member of the organization they work for (Porter, Steers, Mowday, & Boulian, 1974).

The aim of this master's thesis is to provide important and informative suggestions for human resource and talent management departments since CSR could be a great opportunity for companies to use it as a motivational factor for new employees. Furthermore, the findings could be used as a source to allow organizations to learn and capitalize on new opportunities (Ulrich & Lake, 1990; Peretz, 2017). The second question this master's thesis investigates is the career decision-making profile and its possible influence on an individual's perception of corporate social responsibility. The analysis of this question could reveal interesting implications on how people perceive certain values and activities that are connected to the concept of corporate social responsibility and therefore provide better insights for companies on how to target potential employees for their organizations. For example, it could be useful for companies to know that potential employees might score high on values, such as the contribution to charitable organizations because they

would be able to focus their corporate social responsibilities directly to those values and consequently create an advantage compared to their competitors.

2 Literature review

2.1 Human Resource Management

In today's world, companies find themselves in an environment, where they continually have to adapt their organizational strategy to environmental factors and human resources. The human resource sector is constantly changing since there is a daily employment of new individuals who can provide organization's with new creative ideas and experiences, while simultaneously the current workforce also adapts by changing their attitudes, ideas and values. When looking at the environmental factors that could influence a firm, changes are noticeable in the operating organizational structure, the network of working procedures as well as political and social patterns. As a result, it is observable that the complexity of organizations increases, which leads to an enlarged size of workers with a higher need of specialized skills. Furthermore, it contributes to the recognition that there is a close relationship between profits and the ability to manage human resources. (Mahapatro, 2010)

Human resource systems can be a source of organizational capabilities which allow organizations to learn and capitalize new opportunities. In order to be able to accomplish that the system needs to achieve its objectives in the areas of human capital management, organizational effectiveness, knowledge and management, reward management, employee relations and meeting diverse needs. For this master's thesis the last area is especially interesting due to the fact that it is concerned with the aim to develop and implement policies that balance and adapt to the various needs of stakeholders by taking into account individual and group differences. (Ulrich & Lake, 1990)

Organizations aspire to retain its employees as well as to hire new people and therefore they try to combine various human resource practices in order to create an effective system. These practices include organizational design, job design and leadership communication, which can enhance the internal capabilities of a firm to deal with present and future challenges. (Brockbank,

1999) In addition, it could be stated that successful employees, who are highly satisfied with their job, have a strong commitment to their firm and are more motivated to work (Kim, 2004). Thus, it is desirable to enhance motivation even further, because it could lead to improved employee performance which results in a better customer relationship and therefore strengthens brand equity, which in turn has an effect on motivation. (Ambler & Barrow, 1996) Hence, it could be assumed that motivation might be enhanced by addressing Corporate Social Responsibility. The concept of motivation will be investigated in the context of corporate social responsibility further down.

2.1.1 Talent management

Talent management is one of the main challenges Human Resource Management has to face due to the fact that it highly correlates with enhanced business performance (Collings, Scullion, & Vaiman, 2011). A study by Ernst and Young (2010) showed that businesses that aligned their talent management programs to their business strategy have on average a 20% higher return on investment than companies, where the strategies are not coordinated. This shows that it is crucial for organizations to take a look at what assets they have and what they need in order to hire the right talents to close the gap. This leads to a shift from traditional human resource management towards a strategic approach to suit the dynamic competitive environment companies nowadays have to face. Strategic talent management can be defined as practices that involve the systematic identification of key positions that contribute to sustainable competitive advantage, the development of a talent pool to fill these positions as well as the development of a human resource structure that facilitates filling these positions with the right people. These include positions on the top management team as well as on lower levels of the company. (Collings & Mellahi, 2009)

Furthermore, it is getting increasingly more difficult for companies to attract young people due to a higher competition and the ongoing globalization which makes it easier for graduates to compare companies with each other and to choose their workplace regardless of the location. As a result, companies need to enhance their competitive advantage in this field by identifying key variables

that matter to talented future employees who are looking for employment. (Farndale, Scullion, & Sparrow, 2010)

One of these variables could be corporate social responsibility, as stated by Jim Copeland, Jr., the former CEO of Deloitte Touch Tohmatsu, who said: “*The best professionals in the world want to work in organizations in which they can thrive as well as they want to work for companies that exhibit good corporate citizenship*” (World Economic Forum, 2003, p.17). This statement could derive from the ideas of organizational commitment and employer branding which will be examined in the following paragraphs. Additionally, it can be stated that CSR programs of companies often reflect the values of a company which might receive more importance for future employees (Bhattacharya, Sen, & Korschun, 2008).

2.1.2 Organizational commitment

In organization theory, organizations and their members are viewed as being in an interrelationship. In this relationship, each party has certain demands that need to be fulfilled while giving something else in return. (Angle & Perry, 1981) Such an exchange can be characterized in equivalence to organizational inducement and individual contributions. The latter one can be divided into two aspects, being production and participation. In order to establish linkages between employee attitudes and organizational behavior, multiple research was conducted with various result. (March & Simon, 1958; Porter, Crampon, & Smith, 1972; Buchanan, 1974) Due to the fact that commitment is perceived as a relatively stable employee attribute, it was suggested that it could serve as a linkage between employee attitudes and organizational behavior (Porter et al., 1972; Koch & Steers, 1978). Commitment can be characterized by the willingness of individuals to give their energy and loyalty to social systems (Kanter, 1968), the binding of an individual to behavioral acts (Kiesler, 1971) or an affective attachment to an organization apart from the solely instrumental worth of the relationship (Buchanan, 1974). Organizational commitment is defined as a strong belief in organizational goals and their acceptance, a willingness to exert considerable effort for the organization as well as a desire to maintain organizational membership (Porter et al., 1974). Further it can be

divided into three dimensions. The first dimension is continuance commitment which is concerned with the employees' experience towards the firm due to investments they made, or the costs that are associated with leaving the organization. Affective commitment, which is the second dimension, consist of the idea that individuals stay with the organization because they have a positive emotional connection with the company. However, employees could also stay in the company because they have a feeling of moral obligation which is also called the normative commitment. (Meyer & Allen, 1991)

Theories of commitment have also been expedited through social movements (Kanter, 1968) and social order and solidarity (Hechter, 1988). Therefore, a dual process model of organizational commitment model was designed by Yoon and Thye (2002) that incorporates an effective approach and a cognitive approach with a focus on perceptions of organizational support. This model shows that affective commitment can be aroused through social bonding as well as organizational support might reinforce the relationship between the organization and employee through making organizational membership a component of the individual's identity. Therefore, organizations should aim to increase everyday job satisfaction and make the organizational boundary more salient. This could include corporate profit-sharing plans, weekly awards, or other activities that build a sense of organizational responsibility and communal identity. (Yoon & Thye, 2002)

2.1.3 Employer Branding and CSR

Employer branding can be described as the companies' aggregated efforts to communicate with existing and potential employees, while it provides a desirable place to work. With this measure a company could position itself as an attractive employer as well as it could differentiate itself from its competitors by providing assistance to potential employees to understand their future workplace. (Verčič & Ćorić, 2018) The benefits of employer branding can be divided into three categories: functional, economic and psychological. Functional benefits are concerned with the development of useful activities for the companies, whereas economic benefits deal with material or monetary rewards. Psychological benefits are involved with emotional concerns such as

belonging, direction and purpose. (Ambler & Barrow, 1996) The main goals of employer branding are to give orientation, to bundle functional and emotional information, reduce risk and uncertainty as well as to establish trust (Bustamante & Brenninger, 2013). Employer branding could therefore also help to create organizational commitment, considering the previous paragraph, due to the fact that through a thorough communication of the company's image and reputation with potential employees (Dowling, 1994; Ambler & Barrow, 1996; Verčič & Ćorić, 2018), they are able to identify themselves easier with the company and its beliefs (Porter et al., 1974; Buchanan, 1974; Meffert, Burmann, & Koers, 2002) and hence be more willing to commit to the company.

These facts lead to the question of how employer branding and corporate social responsibility could be related to each other. As described by Freeman & Phillips (2002), stakeholders can take on different roles such as customers, employees or potential employees and therefore the stakeholder directed branding could be aligned with employer branding into an overall branding strategy. Furthermore, it needs to be taken into consideration that it became more difficult for companies to differentiate themselves solely on objective criteria and therefore, try to create an emotional bond through employer branding. (Bustamante & Brenninger, 2013) This emotional bond could be formed through similar values and beliefs that potential employees and the company share, hence, CSR could function as a bridge between the parties. As stated in the paragraphs above, CSR is concerned with legal, economical, ethical and philanthropic responsibilities (Sethi, 1975; McGuire, 1963; Carroll, 1991). This could be aligned with values and beliefs of potential employees through employer branding. These beliefs could as well be of an ethical, philanthropic, legal or economical nature as research has shown that millennials desire a job where they earn a good salary but are also able to support others. (Nielsen, 2014; Kuron, Lyons, Schweitzer, & Ng, 2015; Srivastava & Banerjee, 2016)

2.2 Corporate Social Responsibility

Even though society's concerns for Social Responsibility can be traced back for centuries, the concept of corporate social responsibility, arose in the 20th century and receives increasingly more importance in our society. Most of the research in the field of CSR was conducted in the United States during the last 50 years (e.g. Howard R. Bowen, 1953; Keith Davis, 1960; Sethi, 1975). In the early stages of this concept, researchers focused more on SR than CSR, which could be probably based on the fact that corporations were not as prominent and dominant as they are nowadays. (Carroll, 1999)

One of the first people to research SR or CSR was Howard R. Bowen (1953), who published his landmark book *Social Responsibilities of the Businessman* suggesting that the hundred largest businesses were important centers of power and decision-making, since they had a huge impact on people's lives. Bowen (1953 p. 6) also attempted to answer the question to which extent businessmen bear a responsibility towards society and therefore formed a first definition that says: *"It refers to the obligation of businessman to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society"*. Additionally, he mentions that the responsibility of businessmen goes beyond their financial goals. (Bowen, 1953,)

From 1950 onwards researchers (e.g. Keith Davis, 1960; Sethi, 1975, McGuire, 1963; Carroll, 1999) have tried to create a more accurate and defined definition on CSR. Keith Davis (1960) suggested the *"Iron Law of Responsibility"* in the 60s. This concept indicates a power relationship between social responsibility and social power, where the avoidance of social responsibility leads to a weakening of social power. A more precise definition was provided by Joseph W. McGuire (1963) who stated that a corporation does not only have economic and legal obligations, but also social responsibilities. These include interest in politics, in education, in the "happiness" of its employees and in the welfare of the community. In the course of the 1970s, S. Prakash Sethi (1975) made the distinction between social obligations, social responsibility and social responsiveness. Firstly, social obligations consist of a corporate behavior that only includes legal and

economic criteria and is therefore proscriptive. Secondly, social responsibility can be defined as a concept that takes cooperative behavior to a level where it is congruent with the prevailing social norms, values and expectations of performance, making it prescriptive. Lastly, social responsiveness is an adjustment of corporate behavior towards social needs and is said to be anticipatory preventive. (Sethi, 1975)

During the next two decades researchers focused less on defining CSR but more on how it could be measured. In addition, only few definitions were added to the already existing ones as well as CSR shifted to more alternative themes such as the stakeholder theory and corporate citizenship which were suggested by Carroll in 1991. This construct will be used as a foundation for this master's thesis and will be further explained in the following paragraphs.

2.2.1 Carroll's pyramid of CSR

As stated before, during the 1970s the perception of corporate social responsibility had a shift from a social responsibility point of view towards a social responsiveness view. Social responsibility was focused on business obligations and motivation, whereas social responsiveness put an emphasis on corporate action, pro-action and implementation of a social role. (Carroll, 1991) In order to create a definition which would suit the idea of social responsiveness, Carroll (1991) suggested a four-part conceptualization that would include not only legal and economic obligations, but also ethical and philanthropic responsibilities. These four parts were then consolidated into the pyramid of corporate social responsibility. The fundament of the pyramid are the economic responsibilities of a company, which are followed by legal responsibilities, ethical responsibilities and last but not least philanthropic responsibilities. (Carroll, 1991) In the next paragraphs, the pyramid of corporate social responsibility and the stakeholder theory will be examined in further detail.

2.2.1.1 Economic Responsibilities

Historically, it was necessary to design economic entities which are able to create a bridge between business organizations and consumers in order to

provide goods and services. The main incentive for these organizations was an established profit motive, which was then transformed into the concept of profit maximization. This concept is still valid and became the foundation of all other business responsibilities. Furthermore, it is of high importance for companies to perform in a way in which they are able to consistently maximize their earning per share, and therefore, maintain a strong competitive position. This can also be achieved through a high level of operating efficiency. (Carroll, 1991) Since the economy is affected by the relationship between corporations and stakeholders it is essential to maximize the interest of shareholders as well as of stakeholders such as employees, competitors and the community (McAlister, Ferrell, & Ferrell, 2003).

2.2.1.2 Legal Responsibilities

A business cannot only operate according to the motivation to maximize its profits, but the company also has to comply with laws and regulations declared by the federal state and local governments. These laws and regulations set the ground rules and a framework for all economic activities. Legal responsibilities illustrate the essential notions of fair operations. As a result, firms need to operate in a manner that is consistent with the law and expectations of the government. Therefore, companies need to adhere to various laws and regulations as well as to provide goods and services that meet the minimal legal requirements. Even though this step of the pyramid builds on economic responsibility, it can be also viewed as a coexisting principal of the free enterprise system. (Carroll, 1991)

2.2.1.3 Ethical Responsibility

Even though economic and legal responsibilities already incorporate ethical norms of fairness and justice, the layer of ethical responsibility espouses those activities that are expected or prohibited by society, despite not being embedded in laws and regulations. However, it must be mentioned that ethical behavior and corporate integrity exceed common laws and regulations. The ethical standards, norms or expectations are manifestations of what consumers, employees, shareholders and the communities view as fair and

just with the respect of stakeholders' moral rights. Moral beliefs and values could foreshadow the establishment of new laws and regulations due to the fact that they are able to become a driving force. Another perspective of ethical responsibilities shows that they might embrace newly emerging values even though these values represent a higher standard than those determined by laws and regulations. This makes it difficult for companies to deal with moral values because they are often evolving and adapting, ill-defined or constantly under public debate. This layer of the pyramid is in a continual and dynamic interplay with the layer of laws and regulations. A reason for this could be that the ethical responsibilities permanently push the legal responsibilities to broaden or expand, while also placing intense expectations on corporations to operate at standards above what is required by law. (Carroll, 1991)

2.2.1.4 Philanthropic Responsibilities

The philanthropic category consists of corporate activities that actively engage in acts or programs that promote human welfare or goodwill. Examples for philanthropic activities are contributions of financial resources and executive time or contributions to arts, education and the community. The characteristic that sets philanthropic responsibilities apart from ethical ones, is the fact that the society does not have the same expectations of fulfillment such as with ethical and moral values. These activities are way more discretionary or voluntary for a business. As a result, it can be stated that this category could be seen as less important because CSR is not limited to these contributions as it is with the other categories. However, there is still a societal expectation that organizations implement such contributions. (Carroll, 1991)

In conclusion, it can be said that these four tiers of the CSR pyramid are in a perpetual but dynamic tension with one another. The most significant tensions exist between the economic and legal, economic and ethical, and economic and philanthropic tier. This pyramid is complemented by the stakeholder theory which is going to be explained in the following paragraph. (Carroll, 1991)

2.2.2 Stakeholder Theory

The central idea of the stakeholder theory is to connect organizational strategy and ethics due to the reason that an organization depends on how good it manages the relationships of key groups. These groups consist of employees, suppliers, customers, communities, financiers and others. The manager's goal is, to support those parties and keep their interests in balance, as well as to form the organization in such a way that stakeholder interests can be maximized over time. (Freeman & Phillips, 2002)

Stakeholders can be divided into three groups. The first one includes all stakeholders who are directly involved with the company, such as employees and managers. The second group's involvement is only indirect and provides partial support for the organization's activities. Last but not least, the third group operates at the boundaries of a firm and includes customers, regulators or pressure groups. (Maignan & Ferrell, 2004) It can be suggested that the organizational survival and success is interdependently linked to the satisfaction of its economic and non-economic objectives through meeting the needs of the company's stakeholders (Pirsch, Gupta, & Grau, 2007).

Donaldson and Preston (1995) differentiated between a normative and an instrumental viewpoint towards CSR. A normative company aspires to create a comprehensive and multidimensional CSR program, which is designed to appeal equally to all stakeholders, whereas an instrumental company thrives to focus on CSR elements that would improve economic performance. (Donaldson & Preston, 1995) Therefore, this master's thesis could provide some answers if a company should pursue a normative or instrumental stand point of view. Another consideration that could help companies to understand their potential employees could be the concept of motivation, which will be analyzed in more detail in the next paragraph.

2.2.3 Motivation and CSR

Another perspective on CSR offers the concept of motivation. Motivation has been a constant area of research over the last few decades with various perspectives and definitions. (eg., James, 1890; Thorndike, 1911; Deci E. L., 1975) One of the first introductions to motivation was by the biological

perspective, which was represented by William James (1890) in his book *Principles of psychology* where he stated that instincts are the basis for motivation. Later on, the behavioral perspective by Thorndike (1911) changed the focus from an internal view to an external view and suggested that motivation can be influenced by environmental consequences, such as rewards or punishments. In the following years, this field of psychology has moved from a biological to a behavioral and further to a cognitive perspective today, which can be separated into cognitive behaviorism on one side and cognition on the other side. Areas which are classified under the umbrella of cognition are intrinsic- and extrinsic motivation (e.g., Deci, 1975; Deci, Koestner, & Ryan, 1999; Lepper, Green, & Nisbett, 1973) or rationality and decision-making (e.g., Plous, 1993; Arriba, 1977; Harren, 1979), which will be examined in more detail in the next paragraphs. (Bernard, Mills, Swenson, & Walsh, 2005) As seen above it can be concluded that motivation is not a unitary phenomenon and people could have different levels and orientations of motivation. The orientation is concerned with the goals and underlying attitudes that enable an action. Intrinsic and extrinsic motivation are a part of the Self-Determination Theory (Deci & Ryan, 1985) which differentiates between various types of motivation based on the different reasons or goals a person has. Intrinsic motivation is characterized by the fact of doing something because it is inherently interesting or enjoyable, whereas extrinsic motivation consists of doing something because it leads to a separable outcome, such as salary or food. Therefore, behavior can change noticeably when behaving for intrinsic or extrinsic reasons. (Ryan & Deci, 2000)

Extrinsically motivated individuals tend to be more motivated by their salary because they feel highly appreciated and rewarded for their hard work through a monthly payment. Furthermore, it also can reduce anxiety because people are able to create wealth and feel secure in unexpected situations by receiving a high salary. (Sharma & Bajpai, 2011) Employees are intrinsically motivated because of reasons such as self-expression, personal challenge, satisfaction and curiosity. Therefore, it could be stated that intrinsic motivation can be divided into enjoyment motivation and challenge motivation. (Amabile, 1993; Amabile, Hill, Hennessey, & Tighe, 1994)

Previous research on CSR has shown a positive relationship between numerous employee outcomes and employees' perception of CSR. Employee outcomes could be for example organizational attraction, job satisfaction, loyalty, psychological need for belonging, organizational commitment and performance. Furthermore, it could be stated that these outcomes could be associated with employee's intrinsic motivation, which could lead to the assumption, that using CSR techniques and communicating them to employees and future employees could be an advantageous tool to companies. (Aguilera et al., 2007; Meyer, Becker, & Vandenberghe, 2004; Greenberg & Baron, 2008) Therefore, this master's thesis wants to answer the question, if and how important CSR is to individuals and what values and activities matter the most to them.

2.3 Rural areas

The importance of rural areas is rising due to the fact that 88% of the EU is covered by rural and intermediate regions, while only 12% are covered by urban regions. For example, in Austria rural areas represent 80% of the territory and 32% of these areas are used for agriculture, while 44% are covered in forests (European Union, 2018). The total population of Austria counts 8.6 million people of which 66 percent live in rural areas (European Commission, 2019).

Nevertheless, it is important to take a closer look at the benefits offered by an urban area, which would lead people to move and live there. One of these benefits is the fact that larger cities have a better public transportation system which makes it easier especially for employees to travel to their jobs. People do not have to commute to work in their car and therefore, can save time and invest in hobbies, friends and family. In addition, it should be mentioned that there is also a larger variety of cultural facilities such as cinemas, museums or art and music venues located in urban areas than in rural regions, which could increase the quality of life vastly. Furthermore, there is a better health care system in cities. This leads to less stress, considering health issues and emergencies because people know that they could get to a doctor's ordination or hospital easily and in a short amount of time. Urban areas are also very

popular for young adults due to the fact that they often times offer better education because of a remarkably higher presence of educational institutions. This draws young adults to move to urban areas and it could be assumed that after they lived in cities for a while, they get used to all the amenities and therefore decide to stay. (Eurofound, 2020; Kumar, 2016)

The economic growth is also a variable which needs to be considered even though the highest gross domestic product (GDP) per capita is achieved in urban areas, the rural areas show an increase in GDP per capita performance (European Union, 2018). However, one main obstacle for companies could be that the tertiary education lies around 25 percent in Germany and slightly above 30 percent in Austria, as illustrated in figure 1. This could be interpreted as a disadvantage for businesses regarding their employment process for higher positions with a need for tertiary educated workers. (Eurostat, 2018) This indicates a benefit for individuals to live or move to an urban area with a higher population since the employment growth is better due to the fact that there are more skilled and well-paid works in these areas. In addition, it could be assumed that there would be better opportunities for job seekers to expand their knowledge and skills through more experienced coworkers. (Eurofound, 2020)

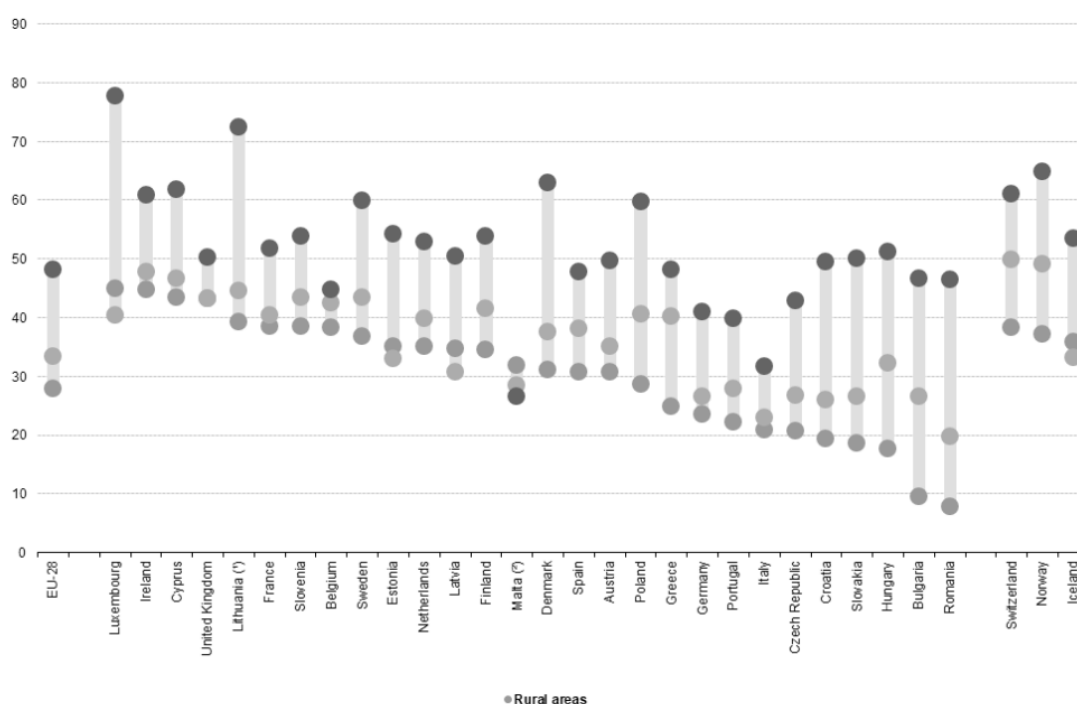


Figure 1. Share of people aged 30-34 with tertiary education by degree of urbanization, 2015 (Eurostat, 2018)

Yet there might be many benefits for graduates contemplating to move to a rural area. First of all, as reflected in figure 2, there is a disparity of housing costs overburden between rural areas and cities, when looking especially at Germany and Austria. The overburden in Germany is approximately five percent, whereas in Austria the disparity reaches around 10 percent. Therefore, it could be a good option for graduates to move to a rural area because the burden of housing costs would be lower and for this reason their potential savings might be higher. (Eurostat, 2018)

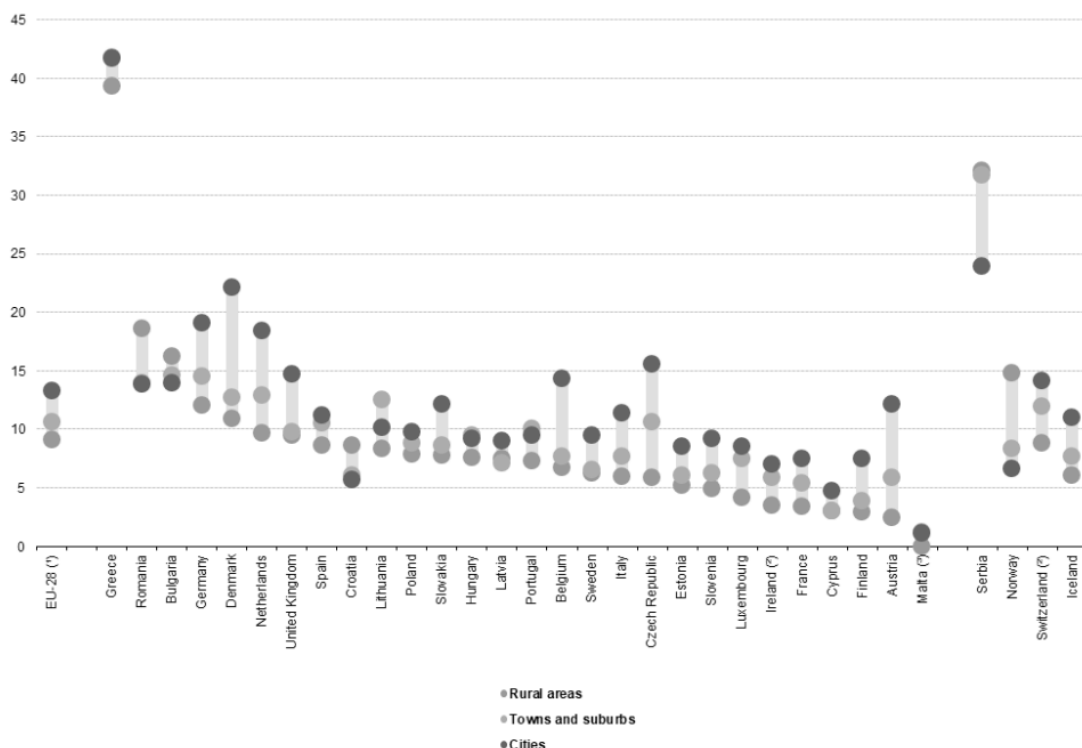


Figure 2. Housing cost overburden rate, by degree of urbanization, 2015 (Eurostat, 2018)

Another advantage of rural areas could be the fact that statistical results, as demonstrated in figure 3, suggest that the risk of poverty and social exclusion is often greater in cities than in rural areas, at least for Northern and Western Europe. In this regard, it should be mentioned that poverty as well as social exclusion can lead to mental health disorders such as depression and anxiety. (Payne, 2006) Furthermore, the employment rate should also take importance in the decision-making process because it is considerably higher for rural areas as inferred from figure 4. This may lead to better employment possibilities for graduates as well as a reduced level of distress which affects

the overall health, considering the fact that studies have shown that forced unemployment, especially for young people, can have adverse health effects, such as physical or mental illnesses. (Dooley, Fielding, & Levi, 1996)

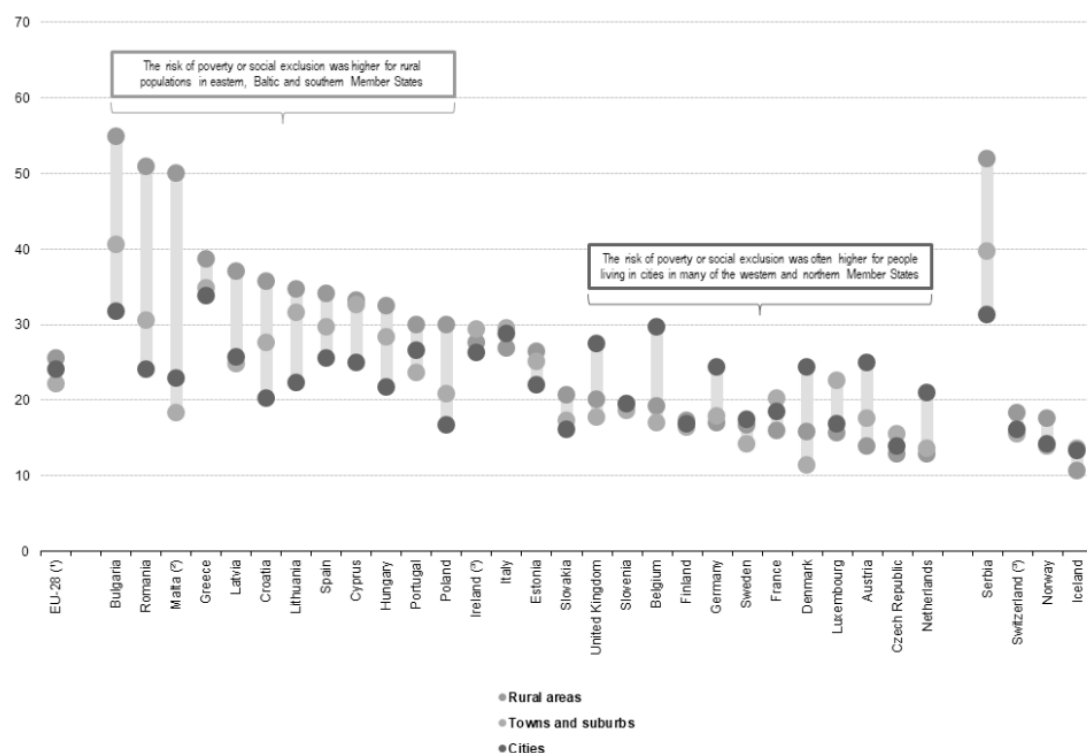


Figure 3. Share of people at risk of poverty or social exclusion, by degree of urbanization, 2015 (Eurostat, 2018)

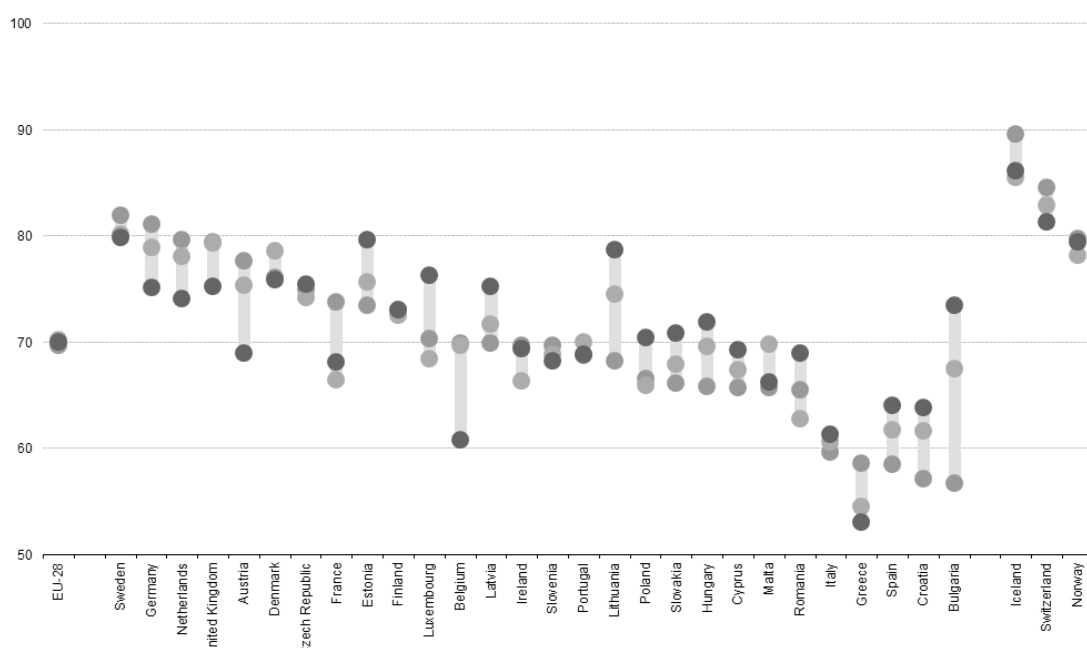


Figure 4. Employment rate, persons aged 20-64, by degree of urbanization, 2015 (Eurostat, 2018)

Last but not least, it can be said that moving to a rural area also includes scenic environmental health benefits. Research has shown that a major component of social, physical and mental well-being is the contact with nature and its recreational effects. This also leads to a better cognitive performance and attention which could lead to an improved work performance. (Howard, 2001) Therefore, it can be said that rural areas in Europe are a great source of employment, potential growth and health. These areas have an essential role by managing environmental assets and contributing to the recreational options and cultural heritage of its citizens. In order to preserve these qualities, the European Union has developed its rural development policy to overcome structural disadvantages and to promote rural growth and employment. (Matthews, 2019) The growing separation between rural and urban areas in regard to cognitive distance and diversified development policies is one of the major challenges businesses have to face nowadays. Let alone the restrained availability of resources, such as skilled workers. (Walker-Love, 2018)

As concluded from the previous paragraphs it is essential for companies, to become adaptable and creative. Especially, for the talent management division of the human resource department, the importance is rising to generate competitive advantages over competitors, in order to attract graduates as potential employees. Consequently, companies need to hire people who want to live in rural areas in order to guarantee their growth. (Collings & Mellahi, 2009; Farndale et al., 2010) This master's thesis tries to analyze if CSR could have an effect on individuals career decision-making because of the above stated needs and advantages for individual's to move to a rural area. To be able to analyze this subject, it is equally important to understand how decisions are made as well as to take a look at the question if a certain decision-making style could have an influence on the perception of CSR. The concept of decision-making will be discussed in the following paragraphs.

2.4 Decision making

First of all, this section will look at what decision-making is, how it is defined and what approach could be used, in order to analyze its potential influence on CSR. Decision making models are conceptual frameworks that are used to

understand how individuals process information that leads them to a conclusion. These models can be applied to vocational behavior and are called career decision-making models. (Harren, 1979) Jepsen and Dilley (1974) stated that in order to have a decision-making framework, it is necessary to have a decision-maker and a decision-situation as well as internal and external information. The decision-maker organizes the information and takes alternative actions into consideration before making a commitment to a specific action. (Jepsen & Dilley, 1974) Therefore, decision-making can be defined as a cognitive process which includes information gathering and processing, problem solving, making judgments and learning from previous or emerging situations (Baiooco, Laghi, & D'Alessio, 2009). It is also a process of choosing between different alternatives in order to obtain a certain goal (Miller & Byrnes, 2001). Traditional research was mainly focused on classifying individuals into groups of single dominant decision styles, such as the rational, compliant or emotional style (Gati, Gadassi, & Mashiah-Cohen, 2012). Arroba (1977) and Harren (1979) suggested the intuitive, rational and dependent styles, whereas Johnson (1978) made a distinction between two dimensions: systematic vs. spontaneous and internal vs. external. As mentioned above, there are many different approaches to decision-making and there is still a huge interest in this field.

However, there has been a rising criticism of the single dominant decision styles due to the fact that researchers suggest a wider approach because individual decision-making often times consists of more than one style which leads to the concept of career decision-making profiles, which will be explained in the next paragraph. (Driver, Brousseau, & Hunsaker, 1998)

2.4.1 Career Decision-Making

To counter act the mentioned criticism, there is a model which focuses more on the way individuals approach their career decision-making process in terms of profiles, rather than styles (Gati, Landman, Davidovitch, Asulin-Peretz, & Gadassi, 2010). This implies a more complex multidimensional characteristic, compared to the usage of the term styles which consists of a single dominant trait (Gati et al., 2012). In order to develop the career decision-making model

(*in the following called CDMP*), the researchers have based the model on seven different assumptions. These assumptions consist of the ideas that individuals differ in their decision-making approach; that it is easier to describe this process through a multidimensional profile; that each dimension describes a continuum between two example poles, where one is more adaptive to decision-making than the other; that they have unique contributions and last but not least that some dimensions are mainly related to personality traits and more consistent, and others are more situational. (Gati et al., 2010) In the following paragraphs these dimensions will be described in detail.

2.4.2 Decision-making profiles

To gather a better understanding of the CDMP the thesis is going to take a look at its 11 profiles which consist of 16 prototypes. These prototypes were the basis for the 11 profiles of the CDMP questionnaire (Gati et al., 2010) and will be examined throughout the next paragraphs.

2.4.2.1 Information gathering

The systematic prototype translates into the dimension information gathering and assesses how and to which extent individuals gather and process information, consisting of three sections. The first one describes a collective reaction to situations, where individuals often analyze the event in small sections and react to each independently. In addition, they like to possess detailed information before experiencing a new situation. The next section consists of a cautious psychological commitment, in which individuals tend to evaluate each choice and only personalize the one they select. These individuals are very vigilant and weigh all alternatives before committing to a new idea. Last but not least, the methodical goal orientation individuals moving from one goal to another in a contemplated manner. Due to the fact that these individuals are highly aware of their goals, they also tend to establish long-term goals which they can pursue. (Johnson, 1978)

2.4.2.2 Information processing

The rational prototype is one of the most known prototypes and is transformed into the dimension of information processing. This prototype is symbolized by the ability to recognize the consequences of previous choices for following decisions. In case that individuals anticipate the need to make decisions in the future, they prepare for those decisions through gathering information about themselves and the assumed situation. Therefore, it demands an extended time perspective, where several sequential decisions are considered as a means-end chain. Individuals who are rational, tend to acquire accurate and realistic information about themselves and the situation. (Harren, 1979)

The intuitive prototype is also included in this dimension of the CDMP. Harren (1979) describes an individual with an intuitive decision-making style, as someone who accepts responsibility. However, these people tend to have a low involvement regarding the anticipated future, information gathering or logical weighing of factors. Therefore, they are more likely to rely on the utilization of fantasy, on the attention to present feelings and an emotional self-awareness as a base for their decision-making. (Harren, 1979)

2.4.2.3 Locus of control

The next element consists of the fatalist prototype. Locus of control was defined by Rotter (1966, p. 2) as “a generalized attitude, belief, or expectancy regarding the nature of the causal relationship between one’s own behavior and consequences”. This concept can be divided into internal and external locus of control. Individuals who believe that accomplishments are achieved due to their own behavior, have an internal locus of control, while those who believe that outcomes are because of external factors, have an external locus of control. This is often connected with the concept of fatalism and is perceived through the two elements of irrationality and ignorance. (Straughan & Seow, 1998)

2.4.2.4 Effort invested in the process

The next dimension *Effort invested in the process* measures the amount of mental effort and time that is being invested when making decisions and consist of the two prototypes being “involved” and “easygoing” (Gati et al., 2010). Analyzing the construct of involvement, it is recognizable that individuals with this trait tend to invest more time in the topic of their interest. This leads to a higher perception and creates more attention which causes an individual to discuss the matter of concern further. Through this, these individuals gain more insights that allow them to observe a wider range of differences. In addition, it could be stated that as a consequence of time invested in the topic of interest individuals feel more effected by it and generate a deeper connection that could in conclusion lead to a stronger identification with the values of the subject and one’s own values and needs. (Zaichkowsky, 1985) For this dimension the personality trait that was labeled as easygoing for the CDMP, which can be associated with the Five-Factor Model (Costa & McCrae, 1999) (*in the following called FFM*) of personality, needs to be considered as well. The trait “easygoing” could be attributed to the domain of neuroticism, in particular this would mean that people with this trait would score low on neuroticism. Additionally, individuals who would be easygoing could be described as very cheerful, calm and confident people which are very positive and lighthearted in general. A reason could be that those people try to avoid any sort of distress or concern. This might lead to the assumption that for these individuals it would be bothersome to invest time and interest into a decision-making process. Furthermore, it could be estimated that due to their high level of confidence as well as self-confidence, individuals with this personality trait strongly believe in themselves and their ability to make the right conclusion on a subject matter. This could promote the presumption that those individuals would not spend much time of information gathering as well as on its evaluation. (Lahey, 2009)

2.4.2.5 Procrastination

Avoidance, as a prototype for the procrastination dimension, is also an important personality trait to take into consideration. The avoidance motivation

theory implies that the behavior of individuals is initiated or guided by a negative or unfavorable event or possibility. (Elliot, 1999) This concept is a part of the achievement behavior in which it is suggested that individuals have not only the desire to succeed but also to avoid failure (Hoppe, 1931). In addition, Dweck and Bempechat (2007) proposed that people with low perceived competence tend to avoid low normative ability judgment, whereas people with high perceived competence seek to attain them.

2.4.2.6 Speed of making the final decision

The dimension speed of making the final decision refers to the hesitant and impulsive prototype. This dimension is concerned with the length of time individuals need, to make a final decision after they collected and organized all necessary information. (Gati et al., 2010) An individual with a hesitant personality trait is characterized as being anxious, nervous and irritable, which is in line with the definition of someone who scores high on the FFM dimension of neuroticism. These emotions and feelings lead to the assumption that it could be difficult to make a quick decision because those people tend to overthink and gather as much information as possible in order to look at every detail that could influence their opinion. Therefore, they would often postpone their final decision and change their mind because those individuals feel anxious to choose the wrong thing. (Roccas, Sagiv, Schwartz, & Knafo, 2002) On the other side of this spectrum stands the impulsive personality trait that can be classified by the FFM dimension of conscientiousness. People who score low on this dimension and have a strong manifestation of the impulsive personality trait, tend to be disorganized and careless. This could cause individuals to make very quick decisions without thinking about details. This might lead to the fact that they are not as aware as others about certain topics which could influence their decision. (Roccas et al., 2002; Komarraju, Karau, Schmeck, & Avdic, 2011)

2.4.2.7 Consultation with others

In order to gather the necessary information for a decision, it is crucial to analyze to which extent individuals consult with others during this process.

This dimension is divided into the prototypes help seeking and individualist. (Gati et al., 2010) Help seeking can be split into two categories: the instrumental help seeking and the executive help seeking. In the first category help seeking is used to gather the minimum information needed to make a decision whereas in the latter, executive help seeking individuals try to minimize the cost of completing tasks by engaging the aid of others. (Karabenick & Knapp, 1991) The individualist is more internally oriented and tends to process his or her information silently and in private without pursuing help. They will only talk about their finding after their thought process is finished. (Johnson, 1978)

2.4.2.8 Dependence on others

The CDMP model also focuses on the dimension called dependence on others that investigates the question to which extent individuals accept full responsibility of their decisions, even if consulting with others, in contrast to expecting someone else to make the decision for them (Gati et al., 2010).

Harren (1979) characterized the dependent style through denial of personal responsibility for making decisions. He further postulated that these individuals are deeply influenced by the desires and expectations authorities and peers have. Therefore, they tend to be passive in order to satisfy their need for social approval. This leads to their assumption that the environment only offers restricted or limited options which can reduce the anxiety of making a decision on one hand but results in a lack of fulfillment or personal satisfaction on the other hand. (Harren, 1979)

2.4.2.9 Desire to please others

The desire to please others is a dimension that addresses the question to which degree individuals seek to satisfy the expectation of a significant other, such as their parents, partners or friends. This dimension is divided into compliant and resistant prototype. (Gati et al., 2010)

The compliant personality trait scores high on the FFM dimension of agreeableness and is characterized by someone who is modest and responsible. Individuals with this trait tend to have high conformity, tradition

and benevolence values. It could be assumed that these people are highly concerned about how other people feel and think. Due to that reason they want to satisfy the expectations of their family and friends. Hence, those individuals would set aside their own wishes and opinions in order to preserve conformity. On the contrary, there is the resistant personality trait that scores high on the FFM dimension openness to experience. Individuals who hold this trait are described as being open-minded, understanding of others as well as autonomous. Accordingly, it could be expected that those people are not looking for conformity and follow their own feelings and opinions. (Roccas et al., 2002)

2.4.2.10 Aspiration for an ideal occupation

In this paragraph perfectionism will be examined. This trait has been conceptualized as a multidimensional personality variable that can be divided into maladaptive and adaptive psychological process and outcomes. (Stoeber, 2017) Three dimensions for perfectionism were identified: the self-oriented perfectionism, the other-oriented perfectionism and the socially prescribed perfectionism (Hewitt, Flett, & Turnbull, 1992). Self-oriented perfectionism focuses on an inverted personality style which consist of characteristics such as setting and holding unrealistic standards or an all or none mentality. The other-oriented perfectionism is an interpersonal dimension that involves unrealistic expectations for others. Finally, the socially prescribed perfectionism deals with the perception of one's ability to fulfill the expectation made by significant others. (Hewitt et al., 1992)

In the CDMP the perfectionist prototype was transformed into the dimension of aspiration for an ideal occupation which focuses on the degree to which someone aims for an occupation that suits him or her perfectly. (Gati et al., 2010)

2.4.2.11 Willingness to Compromise

This dimension showcases the flexibility about individuals preferred alternative and consists of the prototype satisficing. (Gati et al., 2010) The term satisficing was created by Herbert A. Simon (1956) and derives from the word

to satisfy and to suffice. The term was used to explain the behavior of decision-making, where an optimal solution was not possible to be obtained and as a result an individual would need to compromise.

Due to the findings above, it is possible that the decision-making profile of an individual could have an effect on his or her perception of CSR and because of that influences the career decision-making process. Therefore, this master's thesis analyzes if the profile has an impact on the perception of CSR and what implications this might have for companies.

3 Hypotheses

This thesis investigates if corporate social responsibility has an influence on the career decision-making of individuals as well as their willingness to move to a rural area for a job. Furthermore, the thesis researches if there is a relationship between the career decision-making profiles and CSR. There is little to none research on the topic of the possible influence of the decision-making profile on CSR, which makes this master's thesis unique. In order to that, this master's thesis can be very important for the research in this field. Due to the discussed theory in the paragraphs above, the following hypotheses are developed, regarding the relationship between CSR and employees' perception of rural areas as well as the decision-making profiles.

3.1 Hypothesis 1

Corporate Social Responsibility is a motivational factor for individuals to move to a rural area.

3.2 Hypothesis 2

The decision-making profile has an influence on the perceived importance of Corporate Social Responsibility.

3.3 Hypothesis 3

Corporate Social Responsibility is a higher motivational factor than salary.

4 Methodology

4.1 Sample

Roscoe (1975) suggested a sample size of at least 30 individuals for experimental research to achieve a normal curve of distribution. In this study 30 individuals took part in the questionnaire with 18 participants being female and 12 being male. The age ranged from 19 years to 40 years and the respondents were from different countries including Germany, Austria, Bosnia and Romania. The participants also had different school degrees: 4 participants had a high school degree, 18 had a bachelor's degree and 8 had a master's degree. The majors varied between Architecture, Biology, Business Administration, Medicine, Psychology, Philosophy, Law, Film Studies, German Studies and Journalism.

4.2 Research Design

The study for this master's thesis was conducted through an online or paper and pencil questionnaire survey which consisted of four different parts. As the thesis aims to examine the importance of CSR on potential employees' perception and willingness to move to a rural area, the target population consisted of individuals with a high school, bachelor's or master's degree. The first part gathers demographic information of the respondents such as gender, age, nationality, educational level and university major. The second part of the questionnaire analyzed the decision-making profile of the individual, the third part was used to create a CSR score and last but not least, the importance of salary compared to CSR as well as the willingness of individuals to move or live in a rural area compared to an urban area was measured.

4.3 Questionnaire

4.3.1 Demographic Information

The first part of the online questionnaire collects demographic information of the respondents such as gender, age, nationality, educational level and university major. The individuals responding to the questionnaire were 40 percent male and 60 percent female and their age ranged from 19 years to 40 years. The respondents were from different countries including Germany, Austria with various school degrees ranging from high school degrees to master's degrees. The majors varied between Architecture, Biology, Business Administration and Medicine.

4.3.2 Decision-making profile

In the second part of the survey a questionnaire of the CDMP model (Gati et al., 2010) was used, which consists of 11 dimensions that describe an individual's career decision-making profile. These dimensions derive from 40 labels that were used in previous research to describe decision-making styles. These 40 labels were converted into 16 prototypes that were then transformed into 11 dimensions, which were used in this paper to determine the career decision-making profile of the participants. These dimensions are *Information gathering*, *Information processing*, *Locus of Control*, *Effort invested in the process*, *Procrastination*, *Speed of making the final decision*, *Consultation with others*, *Dependence on others*, *Desire to please others*, *Aspiration for an ideal occupation* and *Willingness to compromise* as described above. (Gati et al., 2010)

4.3.3 Corporate Social Responsibility

The third part of the survey is a self-made questionnaire based on Carroll's pyramid of corporate social responsibility (1991) in order to gather enough data to enable the creation of a total CSR score. In the questionnaire, the four pillars of the pyramid were divided into two groups. The first group consisted of company values associated with CSR, whereas the second group looked at

companies' activities that are based on CSR. Values in the questionnaire consisted of maximizing shareholders' value, complying with law and regulations, contributions to charitable organizations, participating in community services, upholding human rights and minimizing discrimination. Activities asked about the importance of donations, community work, educational sponsorship, environmental protection, wildlife protection, sport sponsorship, maximizing shareholders' value and the production of safe products. In the beginning of this part the questionnaire also asked about how familiar and aware participants were with the concept of CSR as well as how much attention they pay to CSR.

4.3.4 Importance of Salary, Place and CSR

The last part of the survey covers the importance of salary, place of residence and CSR. Therefore, this part includes firstly the importance for the participants to live in a city or a rural area and secondly it moves on to the question if they would consider moving for a job opportunity, as well as if they would move to a city or a rural area. Afterwards, the questionnaire interrogates the willingness of people to move to a rural area or city if the company they want to work for is highly involved in CSR. Furthermore, it examines, the importance of the place of residence and salary compared to CSR, by asking how important each of the factors are to the respondent. It also investigates if participants would rather give up a high salary for more CSR practices or vice versa.

4.4 Measurement

4.4.1 Decision-making profile

The items in the decision-making section of the survey were taken from the CDMP questionnaire by Gati et al. (2010), which is characterized by convergent validity and incremental content validity. The items consisted of 36 statements that had to be rated on a 7-point Likert scale, from 1 = "Strongly disagree" to 7 = "Strongly agree". In order to determine the decision-making profile of the participants, the first step was to reverse for 5 items of the

dimensions, which were information gathering, locus of control, procrastination, speed of making the final decision and consultation with others. This was necessary to standardize all items. In the second step the mean of the items belonging to the same dimension were calculated, which then determined the decision-making profile of the respondent. In order to determine if a respondent scored low, moderate or high on a dimension, the mean was split into three categories. The low score ranged from 1 to 2.99, the moderate score from 3 to 5 and the high score from 5 and more.

4.4.2 Corporate Social Responsibility

As mentioned above, Carroll's pyramid of corporate social responsibility (1991) was used as a guideline to create statements for a CSR score. Firstly, it was analyzed how much attention participants pay to CSR and how familiar and aware they are of this concept. They needed to rate these three factors on a 7-point Likert scale, from 1 = "not at all" to 7 = "very high degree". The following part includes companies' values and companies' activities, which were measure with a 7-point Likert scale, from 1 = "not at all" to 7 = "very important". In order to generate a score for these sections a sum score was calculated with the low score ranging from 1 to 2.99, the moderate score from 3 to 5 and a high score from 5 onward.

4.4.3 Importance of Salary, Place and CSR

The last section of the questionnaire was divided into two parts. The first part consisted of statements about the place of residence and willingness to move for a job both in regard to and not in regard to CSR. Participants evaluated these statements on a 7-point Likert scale from 1 = "strongly disagree" to 7 = "strongly agree". The second part of this section was concerned with the importance of salary, CSR, salary over CSR and vice versa. Participants needed to rate the statements on a 7-point Likert scale from 1 = "not at all" to 7 = "very much".

The reason why the 7-point Likert scale was used throughout the questionnaire was to make it comparable as well as to give an appropriate range of answers for the respondents.

4.4.4 Hypotheses

In order to answer the first hypothesis: *Corporate Social Responsibility is a motivational factor for individuals to move to a rural area*, this master's thesis is going to apply the Pearson's correlation analysis between the CSR score and the variables *Consider moving to a rural area for CSR*, *Consider moving to a city for CSR*, *Want to live in a rural area* and *Want to move to a rural area*. Additionally, an ANCOVA analysis is going to be used for the variable *Want to live in a rural area* to identify if this variable could be a mediator between the CSR score and the variable *Consider moving to a rural area*. Last but not least a paired t-Test will be used to determine if individuals would rather live in a rural area or a city as well as if CSR or the place of residence have a higher importance for a job decision.

The second hypothesis: *The decision-making profile has an influence on the perceived importance of Corporate Social Responsibility*, will be tested through the use of a multiple regression analysis. This analysis is going to be applied, between all 11 dimensions of the CDMP and the three categories: the CSR score, the individual CSR values and CSR activities.

For the analysis of the third hypothesis: *Corporate Social Responsibility is a higher motivational factor than salary*, a paired t-Test will be used to determine if CSR or salary has a higher importance for an individual's job decision. Furthermore, a Pearson's correlation will be applied for the variables CSR score and *Willingness to give up on higher salary for CSR*. A multiple regression analysis between the variable *Willingness to give up on higher salary for CSR* and the CSR values along with the CSR activities will also be conducted.

5 Results

In Table 1 you can see the accumulated demographic data of the respondents. The data is presented in frequencies and percentages to provide a better summary on the information. The sections are divided in gender, age, nationality, education and field of study to give an overview of the participants.

	Frequency	%
Gender		
Male	12	40
Female	18	60
Age		
19-24	6	20
25-30	20	66.7
31-40	4	13.3
Nationality		
German	21	70
Austrian	7	23.4
Bosnian	1	3.3
Romanian	1	3.3
Education		
High School	4	13.3
Bachelor's degree	18	60
Master's degree	8	26.7
Field of Study		
Natural Science	8	26.7
Human Science	22	73.3

Table 1. Demographic

5.1 Corporate Social Responsibility is a motivational factor for individuals to move to a rural area

In order to analyze if CSR could be a motivational factor for individuals to move to a rural area, a CSR score was generated by taking the importance of CSR values and CSR activities into account. These activities and values are presented in Table 2.

	Mean	Frequency	%
Move for a job			
	1-2.99	2	6.6
	3-5	9	30

>5	19	63.4
Move to a rural area		
1-2.99	11	36.6
3-5	16	53.4
>5	3	10
Move to a city		
1-2.99	2	6.6
3-5	6	20.1
>5	22	73.3
Want to live in a rural area		
1-2.99	14	46.6
3-5	14	46.8
>5	2	6.6
Want to live in a city		
1-2.99	1	3.3
3-5	9	30
>5	20	66.7
Consider moving to a rural area for CSR		
1-2.99	11	36.7
3-5	14	46.7
>5	5	16.6
Consider moving to a city for CSR		
1-2.99	6	20
3-5	10	33.3
>5	14	46.7
Importance of residence for a job decision		
1-2.99	2	6.6
3-5	14	46.7
>5	14	46.7
CSR Score		
13-35	1	3.3
36-66	16	53.4
67-91	13	43.3

Table 2. CSR and Rural areas

Afterwards, the Pearson's correlation analysis was conducted, as illustrated in Table 3, between the *CSR score*, which indicates the importance of CSR, and the variables: *Consider moving to a rural area for CSR*, *Consider moving to a city for CSR*, *Want to live in a rural area* and *Want to move to a rural area*. The results of the Pearson's correlation show that there is no significant correlation between the *CSR Score* ($M = 63.3$, $SD = 13.28$) and the variables *Want to live in a rural area* ($p = .453$), *Want to live in the city* ($p = .312$) and *Want to move to a rural area* ($p = .933$). However, the analysis was able to show a significant correlation between the variable *CSR score* and the variables *Consider moving to a rural area for CSR* ($p = .040$) and *Consider moving to a city for CSR* ($p = .003$).

After using an ANCOVA to control for the variable *Want to live in a rural area* in combination with the results for the variable *CSR score* and the variable *Consider moving to a rural area for CSR* ($p = .040$), the analysis showed that the variable *Want to live in a rural area* is a mediator for the correlation between the *CSR score* and the variable *Consider moving to a rural area*.

Furthermore, the data shows that 28 respondents would prefer to move for a job and 63.4% would consider moving to a rural area. Nevertheless, if we take a look at the variables *Want to live in a rural area* and *Want to live in the city* a t-Test for paired samples reveals a significant difference ($p = .000$; $M = -2.67$) for those variables, indicating a preference to live in the city. Another paired t-Test revealed a significant difference ($p = .000$; $M = -1.03$) between the variables *Importance of CSR for a job decision* and *Importance of residence for a job decision*, implying that the place of residence is more important than CSR.

Measure	1.	2.	3.	4.	5.	6.
1. CSR score	1	.142	-.191	.016	.377*	.518*
2. Want to live in a rural area	.142	1	-.866**	.569**	.636**	.051
3. Want to live in the city	-.191	-.866**	1	-.484**	-.552**	.032

4. Want to move to a rural area	.016	.569**	-.484**	1	.756**	.256
5. Moving to a rural area for CSR	.377*	.636**	-.552**	.756**	1	.556*
6. Moving to a city for CSR	.518*	.051	.032	.256	.556**	1
** Correlation is significant at the 0.01 level (2-tailed)						
* Correlation is significant at the 0.05 level (2-tailed)						

Table 3. Pearson's correlation: CSR and Rural areas

Table 4 shows that approximately a third of the respondents to this questionnaire were not familiar with the concept of CSR and that the majority only paid low to moderate attention. It is also recognizable that roughly 70% were not or only moderately aware of CSR.

	Mean	Frequency	%
CSR familiarity			
	1-2.99	9	30
	3-5	8	26.7
	>5	13	43.3
CSR awareness			
	1-2.99	12	40
	3-5	10	33.3
	>5	8	26.7
CSR attention			
	1-2.99	9	30
	3-5	12	40
	>5	9	30

Table 4. CSR

5.2 The decision-making profile has an influence on the perceived importance of Corporate Social Responsibility

In order to be able to analyze if the decision-making profile has an influence on the perceived importance of CSR, this master's thesis uses the CDMP questionnaire as described above to determine the decision-making profile of the respondents. Table 5 shows the 11 dimensions and the frequencies within the respondents. A multiple regression analysis was used to show if there is a relation between a certain profile and the importance of CSR, which is also illustrated in Table 5. The results display that there is no significant relationship between the CSR score and the 11 decision-making profiles ($p = .563$), nevertheless, the analysis also revealed that there is a trend for the variables *Effort invested in the process*, *Speed of making the final decision* and *Aspiration for an ideal occupation*. Furthermore, *Effort invested in the process* and *Speed of making the final decision* have a positive correlation, whereas *Aspiration for an ideal occupation* has a negative correlation with the variable *CSR score*.

	Mean	Frequency	%	CSR score p
Information gathering				.254
	1-2.99	3	10	
	3-5	24	80	
	>5	3	10	
Information processing				.313
	1-2.99	3	10	
	3-5	9	30	
	>5	18	60	
Locus of control				.640
	1-2.99	1	3.3	
	3-5	13	43.4	
	>5	16	53.3	
Effort invested in the process				.071
	1-2.99	2	6.7	
	3-5	15	50.1	

	>5	13	43.2
Procrastination			.274
	1-2.99	4	13.3
	3-5	14	46.7
	>5	12	40
Speed of making the final decision			.069
	1-2.99	6	20
	3-5	17	56.7
	>5	7	23.3
Consultation with others			.581
	1-2.99	3	10
	3-5	12	40
	>5	15	50
Dependence on others			.932
	1-2.99	20	66.7
	3-5	8	26.6
	>5	2	6.7
Desire to please others			.119
	1-2.99	17	56.7
	3-5	13	43.3
	>5	0	0
Aspiration for an ideal occupation			.060
	1-2.99	3	10
	3-5	10	33.3
	>5	17	56.7
Willingness to compromise			.754
	1-2.99	3	10
	3-5	16	53.3
	>5	11	36.7
R ²	0.353		

Table 5. Multiple Regression CSR score and CDMP and CDMP Result

After taking a closer look at the CSR values, as you can see in Table 6, the multiple regression analysis reveals even further trends and significant effects.

Maximizing shareholders' value shows a trend for the decision-making profile *Desire to please others*, another trend is noticeable for the value *Complying with law and regulations* for the profile *Speed of making the final decision* with a positive effect. For the value *Contribute to charitable organizations* a significance is observable with the profiles *Effort invested in the process*, which has a positive effect as well as *Information processing* and *Aspiration for an ideal occupation* indicating a negative effect. Furthermore, there is also a trend visible for the above value for the profile *Information gathering* with a positive effect. The value *Participating in community services* has a trend with a positive effect for the *Information gathering* profile. Last but not least, the analysis shows a significant positive effect for the value *Upholding human rights and minimizing discrimination* for the profile *Speed of making the final decision*.

	Frequency	%
Maximizing shareholders' value		
1-2.99	10	33.3
3-5	17	56.7
>5	3	10
Complying with law and regulations		
1-2.99	1	3.3
3-5	7	23.3
>5	22	73.4
Contribute to charitable organizations		
1-2.99	4	13.3
3-5	12	40
>5	14	46.7
Participating in community services		
1-2.99	3	10
3-5	11	36.7
>5	16	53.3
Upholding human rights and minimizing discrimination		
1-2.99	1	3.3
3-5	3	10

>5	26	86.7
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Table 6. CSR values

Dependent Variable	Independent Variable	B	p	R ²
Maximizing shareholders' value				.457
	Desire to please others	.790	.075	
Complying with law and regulations				.220
	Speed of making the final decision	.733	.074	
Contribute to charitable organizations				.479
	Effort invested in the process	1.238	.044	
	Information processing	-1.383	.018	
	Aspiration for an ideal occupation	-.641	.032	
	Information gathering	1.042	.060	
Participating in community services				.364
	Information gathering	1.052	.066	
Upholding human rights and minimizing discrimination				.504
	Speed of making the final decision	.885	.007	

Table 7. Multiple Regression: CSR values and CDMF

The multiple regression analysis, as you can see in Table 9, shows various trends and significant results. There are two trends between the activity *Donations* and *Information gathering* with a positive effect and between *Donations* and *Information processing* with a negative effect. Additionally, there is also a significant negative effect for the profile *Aspiration for an ideal*

occupation. Community work, which is the second activity analyzed in the questionnaire, reveals trends for the profiles *Desire to please others* and *Effort invested in the process*, with a positive effect for both. A significant result for this activity is visible for the profile *Aspiration for an ideal occupation* with a negative effect. For *Educational sponsorship*, there is a positive trend for *Effort invested in the process* as well as a positive significant effect for the profile *Information gathering. Environmental protection* shows a trend with a positive effect for *Effort invested in the process* and two significant profiles that consist of *Speed of making the final decision*, having a positive effect, and *Aspiration for an ideal occupation*, which shows a negative effect. The next activity in the analysis is *Wildlife protection* with a positive trend for the profile *Effort invested in the process* as well as a significant negative effect for *Aspiration for an ideal occupation*. *Sport sponsorship* does not show any trend nor significant effect for a decision-making profile. The second last activity *Maximizing shareholders' value* reveals a significant effect for the profile *Locus of Control* and *Willingness to compromise* both indicating a negative effect. For the last activity *Produce safe products*, a trend for the profile *Dependence on others* and a significant effect for *Effort invested in the process* as well as *Speed of making the final decision*, with a positive effect for all three, is observable.

	Mean	Frequency	%
Donations			
	1-2.99	5	16.7
	3-5	20	66.6
	>5	5	16.7
Community work			
	1-2.99	2	6.7
	3-5	16	53.3
	>5	12	40
Educational sponsorship			
	1-2.99	2	6.7
	3-5	16	53.3
	>5	12	40

Environmental protection			
1-2.99	1	3.3	
3-5	11	36.7	
>5	18	60	
Wildlife protection			
1-2.99	3	10	
3-5	13	43.3	
>5	14	46.7	
Sport sponsorship			
1-2.99	14	46.6	
3-5	11	36.7	
>5	5	16.7	
Maximizing shareholders' value			
1-2.99	6	20	
3-5	18	60	
>5	6	20	
Produce safe products			
1-2.99	2	6.6	
3-5	5	16.6	

Table 8. CSR activities

Dependent Variable	Independent Variable	B	p	R ²
Donations				.430
	Information gathering	.992	.072	
	Information processing	-.943	.073	
	Aspiration for an ideal occupation	-.686	.015	
Community work				.363
	Desire to please others	.713	.066	
	Effort invested in the process	.925	.088	
	Aspiration for an ideal occupation	-.540	.042	

Educational sponsorship			.411
	Effort invested in the process	1.046	.062
	Information gathering	1.143	.028
Environmental protection			.387
	Effort invested in the process	.892	.082
	Speed of making the final decision	.856	.031
	Aspiration for an ideal occupation	-.530	.035
Wildlife protection			.387
	Effort invested in the process	1.080	.080
	Aspiration for an ideal occupation	-.746	.016
Maximizing shareholders' value			.250
	Locus of control	-.745	.036
	Willingness to compromise	-.637	.023
Produce safe products			.467
	Dependence on others	.501	.079
	Effort invested in the process	1.082	.031
	Speed of making the final decision	1.148	.004

Table 9. Multiple Regression: CSR activities and CDMP

5.3 Corporate Social Responsibility is a higher motivational factor than salary

In order to answer the third hypothesis if Corporate Social Responsibility is a higher motivational factor than salary a paired t-Test was conducted using the variables *Importance of Salary for a job decision* and *Importance of CSR for a job decision*. As you can see in Table 10 the results show that there is a significant difference ($p = .000$) between these two variables with a mean difference ($M = -1.20$) indicating that salary is more important than CSR. However, the Pearson's correlation analysis indicates a trend ($p = .089$) for a positive correlation ($r = .316$) between the two variables *CSR score* and *Willingness to give up on higher salary for CSR*. Furthermore, a multiple regression analysis between the variable *Willingness to give up on higher salary for CSR* and the above-named CSR values as well as the CSR activities revealed a trend with a positive effect between the *Willingness to give up on higher salary for CSR* and the value *Participating in community services*.

Paired t-Test			
	Mean	SD	
Importance of Salary	5.3667	1.066	
Importance of CSR	4.1667	1.366	
Pearson´s Correlation			
	CSR Score	give up on higher salary	
CSR score	1	.316	
give up on higher salary	.316	1	
Multiple Regression			
Dependent Variable	Independent Variable	B	p
Willingness to give up on higher salary	Participating in community services	.981	.055

Table 10. Importance of CSR compared to Salary

6 Discussion

The goal of this master's thesis was to examine if and how corporate social responsibility influences an individual's career decision-making. Furthermore, it aims to examine if CSR could be used as a motivational factor for job seekers to move to a rural area instead of an urban area. The thesis also explores if CSR could be more important to individuals looking for employment than salary. The fact that this master's thesis takes the career decision-making profile into account, for its analysis on the importance of CSR, makes it unique.

6.1 Corporate Social Responsibility is a motivational factor for individuals to move to a rural area

The results presented above and as presented in Table 11 show that the place of residence is highly important for individuals when confronted with a job decision. This even outweighs the importance of corporate social responsibility. Furthermore, it is also displayed that the perceived importance of CSR has no influence on an individual's decision to move to a rural area, however this is as well observable for an individual's wish to live in the city.

One main reason for this result could be that even though more than half of the respondents were familiar with the concept of CSR, only 25.7 percent were highly aware of it and only 30 percent paid great attention to it. This could mean that if a company would be exceptionally involved in CSR, people would not be vastly aware of it and therefore would not take the company's efforts for implementing CSR values and activities into account when making their job decision. Additionally, the fact that 30 percent of respondents were not or only sparsely familiar with the concept of CSR and around 26 percent were only moderately familiar with it could be a reason why there was no significant correlation found between the mentioned variables. It could be argued that if these approximately 56 percent were highly educated about CSR and the values and activities related to this concept, this could have affected the outcome of the Pearson's correlation analysis in either direction.

The notion that especially millennials want to live in an urban area (Nielsen, 2014) is consistent with the findings of this master's thesis, that individuals

would rather live in a city than in a rural area. There might be many different reasons to why individuals would rather live in an urban area. One of those could be that there is a better public transportation system in place, which could make it easier to travel around the city without wasting a lot of time in traffic, particularly on the way to work and home when streets are full with cars, due to rush hour. Furthermore, it could be beneficial, because people could easily visit their relatives that live further outside of the city or take short trips to vocational areas around the city. Another important aspect would be that urban areas often offer a better educational system, due to a higher number of universities and schools. This could be an advantage for individuals, when considering to not only work in an urban area but at the same time pursue further educational training such as obtaining a bachelor's or master's degree. In addition, this would also be a reason for people to move as well as to stay in an urban area, when they think about their future family and the education that their kids could receive in an urban area compared to a rural area. This notion would tie in with the idea of possibly having a higher salary due to the economic structure of bigger cities. (Kumar, 2016; Eurofound, 2020) However, it could also be assumed that individuals who move or live in an urban area are not aware of the benefits related with living in a rural region and are also not conscious of the disadvantages of a city life. One major benefit of rural areas could be that housing costs are much lower than for big cities. Through that individuals would be able to save more money and have a more comfortable life, by spending the saved money on vacations or hobbies. (Eurostat, 2018) Another important benefit could be the higher employment rate for rural areas, which would make it much easier for people to find a job. This could lead to lower poverty and lower social exclusion, because by getting an employment, people would be able to earn money as well as to make new friends at work that could potential live nearby and through that become good friends outside of the workspace. (Payne, 2006) Therefore, a better work atmosphere and higher organizational commitment could be created through an emotional bond (Meyer & Allen, 1991). Additionally, this could lower stress levels (Dooley et al., 1996) and lead to a decrease in physical and mental health issues (Payne, 2006). Last but not least, we could consider the recreational effects found by Howard (2001) to be a benefit of rural areas that

many people might underestimate or are not aware of. The reason being, that unlike in rural areas, cities often times do not have parks, mountains or sea surrounding them which could be used as a place to escape the stress and commotion of a big city and as a consequence be able to rest and fuel up on energy. This downtime could lead to a better cognitive performance and an improved work performance. (Howard, 2001)

The above results also show that there is a significance between the variables *CSR score* and *Consider moving to a rural area for CSR*. A reason could be that, as the ANCOVA analyzes showed, there is a mediating factor called *Want to live in a rural area*, which indicates that people who would want to live in a rural area would also consider moving to a rural area for CSR. Therefore, it could be concluded that it might be possible to attract people who live and work in an urban area, but would like to move to a rural area one day, to move there in an earlier stage of their life, because a company offers a good CSR program. However, the above assumptions would need further investigation to be affirmed.

Measure	1.	2.		
1. CSR score	1	.377*		
2. Moving to a rural area for CSR	.377*	1		
* Correlation is significant at the 0.05 level (2-tailed)				
** Correlation is significant at the 0.01 level (2-tailed)				
ANCOVA				
	Sum of Squares	Mean of Squares	F	p
Moving to a rural area for CSR	1.530	1.530	.789	.040
Want to live in a rural area	14.423	14.423	7.436	.029
CSR score	43.163	2.055	1.060	.505
Error	477.000			
Corrected Total	95.367			

Table 11. Hypothesis 1 Result

6.2 The decision-making profile has an influence on the perceived importance of Corporate Social Responsibility

Another aim of this master's thesis was to find out if the decision-making profile of an individual would have an influence on their perceived importance of CSR.

The above findings show that there is no significant correlation between the 11 profiles of the CDM and CSR as shown in Table 12. However, the analysis was able to reveal some trends between the profiles *Effort invested in the process*, *Speed of making the final decision*, *Aspiration for an ideal occupation* and the importance of CSR. The first trend that has a positive effect on CSR importance, would be between the variables *Effort invested in the process* and *CSR score*, which means that if the *Effort invested in the process* increases the CSR importance rises. In more detail this could imply that individuals who take more time to investigate the subject matter of their decision would gather more information about CSR and therefore, think in more depth about this concept and what it means to them. Through this they would be able to build an emotional bond with the topic and feel more involved when making their decision. (Zaichkowsky, 1985)

The next trend, which indicates a positive correlation between the importance of CSR and the variable *Speed of making the final decision*. This could indicate that if the *Speed of making the final decision* rises the *CSR score* of an individual also increases and vice versa. A reason could be that people who take longer to make a final decision are more hesitant and tend to overthink every detail connected to the topic. This could lead to a more adverse perception because people would gather information that they might classify as negative, such as for example if a company claims to care about certain CSR values or practices but violate those through certain actions. Through that a negative connotation could be caused for individuals with a strong hesitant personality trait and consequently decrease their perceived importance of CSR. However, individuals who are more impulsive and tend to make quicker decisions might disregard negative information and only look at the surface of the topic without further investigation. (Roccas et al., 2002; Komarraju et al., 2011) This would need additional research to be affirmed.

Last but not least, there is a trend for the variable *Aspiration for an ideal occupation*, which indicates a negative correlation on the perceived importance of CSR. This would suggest that if the level of *Aspiration for an ideal occupation* increases the perceived importance of CSR decreases. The reason could be that this dimension is conceptualized by the theory of perfectionism which can be divided into three categories: the self-oriented

perfectionism, the other-oriented perfectionism and the socially prescribed perfectionism (Hewitt et al., 1992). This could imply that individuals who have a self-oriented perfectionism, which is an inverted personality style, will often times set themselves unrealistic standards that are nearly impossible to uphold. In the context of CSR this could result in the assumption that those people want to challenge themselves by trying to find an occupation where they could express themselves as well as satisfy their curiosity and needs. Therefore, it could be implied that those individuals do not focus on external factors such as CSR. However, this would need to be examined in the future. This further integrates with the concept of other-oriented perfectionism because these individuals will not only set high standards for themselves but also for others, meaning family, friends or employers. In addition, this could cause a person to not apply for a job because they feel as if the company does not live up to the expectations they have. (Amabile, 1993; Amabile et al., 1994; Hewitt et al., 1992) Finally, there would be the concept of socially prescribed perfectionism, which represents individuals who will highly care about how other people in their social circle perceive them. These people will try their best to fulfill the expectations of others even though they might not feel the same way. An example would be that their social circle believes them to need to live in an urban area and have a job with a high salary, although this means they would need to work for a company that does not really take CSR into consideration, they would do it in order to uphold the standard their social circle put in place for them. Nonetheless, if the *Aspiration for an ideal occupation* is low people could score lower on perfectionism and therefore have lower standards and be more willing to compromise. (Hewitt et al., 1992) In order to confirm these hypotheses this would need to be further researched.

Subsequently, a more detailed analysis showed that there are more trends and significant results when looking at the 11 CDMP dimensions in relation to each specific CSR value and activity. The first value that was examined was *Maximizing shareholders' value*, which revealed a trend regarding the variable *Desire to please others* that has a positive effect on this value and means that if the *Desire to please others* increases the value to *Maximize shareholders' value* imperceptibly rises. A reason could be that people with this decision-making profile want to satisfy the expectations of individuals around them.

Therefore, they also want the expectations of shareholders of a company they work for to be met as well as to confirm and uphold tradition, such as the notion that a company's goal should be to generate more wealth. (Roccas et al., 2002)

Another trend was observed for the value *Complying with law and regulations* for the profile *Speed of making the final decision* with a positive effect. Additionally, it could be stated that if the *Speed of making the final decision* rises the value *Complying with law and regulations* increases. The reason could be that people who are more impulsive and tend to make quicker decisions do not consider the implications of certain laws and regulations and comply with them even though a closer look would reveal that a reevaluation or change would be favorable. Whereas, people who are more hesitant will think about the full scope of a company's law and regulations and take action to either comply or oppose to them. (Roccas et al., 2002; Komarraju et al., 2011)

Contribute to charitable organizations is a value that shows not only a trend in the variable *Information gathering* with a positive effect, but also a significant correlation for the variables *Effort invested in the process* with a positive effect and *Information processing* as well as *Aspiration for an ideal occupation* with a negative effect. The trend regarding the variable *Information gathering* indicates a positive effect, which means that if this variable increases the value *Contribute to charitable organizations* could increase. This could be explained by the fact that people who want to gather, possess and evaluate as much detailed information about a topic as possible, could for example in the case of contributions to charities, learn about needs certain populations have such as the need for food or health care. Through that it would be likely for them to create an emotional connection. Those individuals could further investigate what kind of organizations exist and through that this value could become a higher priority. (Johnson, 1978)

Furthermore, for the variable *Effort invested in the process* a significance with a positive effect was found, which implies that if *Effort invested in the process* increases, the value *Contribute to charitable organizations* increases. An explanation could be that if an individual feels highly involved with the topic they become more familiar with it and therefore tend to pay more attention to

circumstances of the topic. In the case of the value *Contribute to charitable organizations* it is possible that people tend to pay more attention to what kind of organizations exist and what they do and further want to engage in those processes by volunteering their time or money. (Zaichkowsky, 1985)

There is also a significant negative correlation between the variables *Information processing* and *Aspiration for an ideal occupation* and the value *Contribute to charitable organizations*. For the CDMP profile *Information processing* this would mean that if it increases, the value *Contribute to charitable organization* decreases. It could be assumed that a reason for the decrease would be that people who are rational and prepare their future decision by gathering accurate and realistic information about themselves as well as the situation, could come to the conclusion that there is a possibility that even if a company contributes to charitable organizations not all the money is received by these organizations. This would lead to a decrease of this value. Another reason might be that there are individuals on the other spectrum of this profile who tend to live in the moment and have a low involvement regarding their future plans, logical weighing of factors or information gathering. Therefore, it could be assumed that those people are not aware of charitable organizations and their purpose, as well as it could be that they do not have an emotional bond with this value and because of that do not take it into consideration when making a decision. However, both of these aspects would need even further research. (Harren, 1979) Another adverse effect can be observed for the profile *Aspiration for an ideal occupation*, which suggests that if this profile increases, the value *Contribute to charitable organizations* decreases. A reason could be that individuals who score high on the profile *Aspiration for an ideal occupation* are on one side intrinsically motivated, which means that they orient their decision-making on underlying attitudes and goals they have for the future (Ryan & Deci, 2000) as well as the fact of trying to find a job where they are able to express themselves and feel challenged (Amabile, 1993; Amabile et al., 1994). Therefore, it could be speculated that people that score high on that profile have not been exposed to the concept of CSR and because of that do not take this factor into consideration when making a decision, however, this would need further examination. These individuals could also be highly influenced by their social circle, which could indicate that

people who have a high *Aspiration for an ideal occupation* might be influenced by individuals who for example care more about where someone lives and what this person earns than about CSR, which as well would need to be investigated further. (Hewitt et al., 1992) It was also a trend found for the profile *Information gathering* with a positive correlation on the value *Contribute to charitable organizations*, which implicates that if *Information gathering* rises the value increases. This could be due to the fact that individuals would gather detailed information and take a long time to evaluate it. Therefore, it could be assumed that through such a process people would identify exactly those charitable organizations they feel connected to and prioritize them in order to support these organizations. (Johnson, 1978)

For the value *Participating in community services* the analysis was able to find a trend indicating a positive correlation with the profile *Information gathering*. This would indicate that if *Information gathering* increases the value *Participating in community services* would increase. A reason could be that individuals who score high on this profile tend to gather and analyze information in detail and because of that come to the conclusion that it is important to participate in community services to be able to give something back or support their community. Nevertheless, this would need further research. (Johnson, 1978)

Last but not least, a positive and significant correlation between the value *Upholding human rights and minimizing discrimination* for the CDMP profile *Speed of making the final decision* was observed. In conclusion this would imply that if the *Speed of making the final decision* increases the value for *Upholding human rights and Minimizing discrimination* would increase. This might be due to the fact that individuals who are more impulsive and make faster decisions tend to make those by not overthinking details, which in the context of this value could suggest that they already have a strong perception of the importance to uphold human rights and reduce discrimination. (Roccas et al., 2002; Komarraju et al., 2011) However, it would be necessary to conduct further research in order to understand this connection more clearly.

As well as for the CSR values the analysis also revealed various trends and significant correlation for the importance of CSR activities. The first activity, that showed two positive trends for the profile *Information gathering* and

Information processing, as well as one positive significant correlation with the profile *Aspiration for an ideal occupation*, is called *Donations*. For the profile *Information gathering* this indicates that if the importance for the activity *Donations* increases the activity increases as well. A reason could be that individuals who score high on this profile tend to firmly analyze a situation and based on this analysis make their decision. Those people also gather a lot of information in order to be able to assess every aspect of the topic they are confronted with. This leads to the assumption that those individuals could create an emotional connection through time with the activity *Donations* because they spend energy on its evaluation and therefore, the importance of it could rise. However, this would be an aspect, which needs further investigation. (Johnson, 1978) The results also showed that if the *Information processing* rises the importance of the activity *Donations* decreases. This could be an indication that if individuals have a high score for this profile and are more rational and accurate in their decision-making process, they might tend to prioritize other factors more, because of decisions they made in the past. (Harren, 1979). These factors could consist of extrinsic factors such as salary, social expectations of family and friends or intrinsic motivations such as finding an occupation that is challenging and enjoyable (Deci & Ryan, 1985). This would tie in with the finding that if the profile *Aspiration for an ideal occupation* increases the importance of the activity *Donations* decreases. Due to the fact that by scoring high on perfectionism, which is the underlying concept of this profile, individuals tend to be on one hand intrinsically motivated by their wish to express themselves, be personally challenged and to enjoy their work (Amabile, 1993; Amabile et al., 1994). On the other hand, those people are influenced by the expectations they think their social surroundings have, such as to be successful, earn a high salary or live in a city, which could interfere with their internal wish to work for a company that implements CSR activities. (Hewitt et al., 1992). Therefore, these factors could have an impact and lead to a decrease in the activity *Donations*, however, these assumptions would need to be assessed further.

The activity *Community work* shows positive trends for the profiles *Desire to please others* and *Effort invested in the process* as well as it shows a significant negative correlation with *Aspiration to find an ideal occupation*. For

the profile *Desire to please others* this indicates that through an increase the importance of the activity *Community work* would also increase. This might be because individuals who have a high desire to please others score high for the compliant personality trait, which characterizes a person as being modest and reasonable with high benevolence values. Additionally, with a focus on the activity *Community work* that could lead to the assumption that those people are kind and generous and tend to engage in community work, such as volunteering at soup kitchens, donating old clothes or help create awareness for minorities. Nevertheless, it would be important to investigate this presumption in future research. (Roccas et al., 2002)

Effort invested in the process also revealed a trend for the activity *Community work* with a positive effect which implies that if the *Effort invested in process* rises the importance of the activity increases. A reason for that could be that individuals who score high on this CDMP profile are usually more involved in the topic of their interest than others. This could create more awareness for the importance of the activity and therefore, it would be possible for individuals to feel more connected and have a deeper understanding of its value. Moreover, the importance of this activity could increase in the eyes of those individuals when making a decision for an occupation. (Zaichkowsky, 1985) Finally, there is also a significant negative correlation with the profile *Aspiration for an ideal occupation*, which would suggest that through a rising *Aspiration for an ideal occupation* the activity *Community work* would decrease. As mentioned before this could be due to a higher level of perfectionism which implicates the importance of intrinsic motivation. These intrinsic motivations could be averse to the activity *Community work* because individuals might think that by being involved in this activity, they are not able to gain favorable advantages for their own goals or the aim of satisfying the expectations others have for them. (Hewitt et al., 1992; Deci & Ryan, 1985) However, for this assumption it would be necessary to conduct further research.

Furthermore, the results of the empirical analysis showed a trend for the profile *Effort invested in the process* as well as a significant result for *Information gathering* regarding activity *Educational sponsorship*. Both of those profiles have a positive correlation on the importance of the activity, which means that if *Effort invested in the process* rises the importance of *Educational*

sponsorship rises and if *Information gathering* increases *Educational sponsorship* importance increases. The reason could be that individuals who score high on the profile *Effort invested in the process* are also more involved or invested in the topic of their interest, which could mean that they manifest a higher awareness for the activity *Educational sponsorship* and feel more emotionally connected. This could lead to a higher prioritization and consequently cause an increase, which should be further researched. (Zaichkowsky, 1985) This could also tie in with the result for *Information gathering* because people who score high on this profile tend to conduct a lot of information about the topic their interested in and hence, invest effort and time in their decision-making. Therefore, the emotional connection would rise, which could as well lead to an increased importance of the activity (Johnson, 1978; Zaichkowsky, 1985). Nevertheless, this could be ensured through further research on this topic.

Environmental protection shows a positive trend for the CDMP profile *Effort invested in the process* as well as a positive significant result regarding the profile *Speed of making the final decision* and a negative significant result with *Aspiration for an ideal occupation*. For *Effort invested in the process* this could mean that if the involvement increases the importance of *Environmental protection* increases. A reason could be that individuals who are highly involved in this topic, investigate the importance of protecting the environment. Furthermore, it could be implied that by doing so those people would feel highly devoted to this topic and through that find different ways to support this activity, for example by reducing their own waste or find employment at a company that values this activity. (Zaichkowsky, 1985) However, this would need further investigation.

The next profile, which shows a significant correlation with the activity *Environmental protection* is *Speed of making the final decision* that when rising, also increases the importance of *Environmental protection*. This might be explained through the fact that individuals who make fast decisions tend to be more impulsive and because of that make decisions based on their situational feelings, rather than on detailed information. Therefore, it is possible that those individuals believe that it is highly important to protect the environment, without considering difficulties that arise through the

implementation of certain protective measurements. (Roccas et al., 2002; Komarraju et al., 2011) This assumption could be further affirmed by more in depth research in the future. A negative correlation which is significant for the activity *Environmental protection* was found with the CDMP profile *Aspiration for an ideal occupation*. The reason could be that individuals who have a high level of self-oriented perfectionism tend to hold an all or non-mentality. Through that it could be concluded that if those people are not able to fulfill their set and often times unrealistic standards, for example in the instance of *Environmental protection*, they rather do not get involved with this subject. Additionally, this could be due to a fear to not be able to uphold perfectionism and because of that feel unsatisfied about themselves, however, this would need further research. (Hewitt et al., 1992)

The results for *Wildlife protection* revealed a trend for the profile *Effort invested in the process* as well as a significant result regarding *Aspiration for an ideal occupation*. It indicates that if the *Effort invested in the process* rises the importance of the activity also rises, in contrast to the profile *Aspiration for ideal occupation*, which leads to a decrease in the importance of *Wildlife protection*, when it increases. The result regarding *Effort invested in the process* could be explained by the fact that through a higher investment of mental capacity and time, an emotional bond might be formed with the activity and therefore the effort increases further, because those people are more prone to conduct a lot of detailed information on their topic of interest. This could lead to a stronger connection and awareness and explain the results found in the analysis, yet, there would be a need for more research to fully conclude the reason being. (Zachkowsky, 1985) For the profile *Aspiration for an ideal occupation* the negative correlation could be explained in a similar way as for the negative effect for *Environmental protection* seen above. In this case it would be also possible that individuals have a high level of self-oriented perfectionism and tend to hold an all or non-mentality. This could lead to the fact that those people would rather not get involved, than let their own expectations of themselves down. (Hewitt et al., 1992) Yet, this would also need to be investigated in the future.

The activity *Sport sponsorship* did not show any trends or significant results for any activity. This could be because people are not familiar with this subject,

or do not really care about it. However, to confirm this assumption further investigation would be necessary.

Maximizing shareholders' value as an activity instead of a value showed a significant negative correlation with the profile *Locus of control*. This implies that if *Locus of control* increases the importance of *Maximizing shareholders' value* decreases. An explanation, why the activity decreases when Locus of control increases, could be that the nature of this concept focus on an individual's believe that a relationship between the own behavior and following consequences exists. This can further be divided into the internal locus of control, which indicates that an outcome is connected to the own behavior and the external locus of control that postulates a relationship between external factors and outcomes. In this instance it could be assumed that if people score high on an internal locus of control and believe that a company's profit originates mainly through their own work, it might be possible that the importance to maximize shareholders' value, through the pay out of dividends for example, decreases because those individuals do not think that the shareholders deserve a reward for the work they did. However, this would need further research to be affirmed. (Straughan & Seow, 1998)

Last but not least, the empirical analysis for the activity *Produce safe products* shows a trend for the profile *Dependence on others* and a significant correlation with *Effort invested in the process* as well as with *Speed of making the final decision*. All three of those correlations are positive, which in detail means that if the importance to *Produce safe products* increases the *Dependence on others*, the *Effort invested in the process* and the profile *Speed of making the final decision* increases. A reason why the importance of this activity increases when people score higher on the profile *Dependence on others* could be that those individuals feel less anxious when others make decisions for them, because they do not have to worry about the consequences of those decisions. Therefore, it could be assumed that they do not want to take the responsibility of comparing products and choose one that could be harmful, yet, this would need further investigation. (Harren, 1979) Individuals who involve themselves highly in the decision-making process by conducting a lot of information and paying attention to all circumstances score high on the profile *Effort invested in the process*. Consequently, for the activity

Produce safe products it could be assumed that those individuals observe companies that produce safe products, as well as companies that do not and therefore the importance to *Produce safe products* could rise, when the involvement increases. However, to confirm these assumptions further investigation would be necessary. (Zaichkowsky, 1985) Since, the importance to *Produce safe products* rises, when the *Speed of making the final decision* increases, it could be assumed that this is due to a higher impulsivity. However, people who tend to make quick decisions, might be considered more impulsive and careless than others, which would explain the rise in the importance of safe products, because those people would want the security that if they make a spontaneous buying decision, they would receive a safe product. Yet, this would need further research to be affirmed. (Roccas et al., 2002; Komarraju et al., 2011)

Dependent Variable	Independent Variable	F	p
CSR Score	All 11 profiles of the CDMP	.894	.563
CSR Score		B	p
	Effort invested in the process	8.857	.071
	Speed of making the final decision	6.761	.069
	Aspiration for an ideal occupation	-4.457	.060

Table 12. Hypothesis 2 Result

6.3 Corporate Social Responsibility is a higher motivational factor than salary

The last hypothesis of this master's thesis aimed to examine, if CSR is a higher motivational factor than salary. The results from the empirical data analysis as illustrated in Table 13 revealed that indeed salary is having a higher importance for individuals than CSR when making a job decision. This could be due to the fact that salary contrary to CSR gives people a greater feeling of

appreciation of their own work, which would be a strong extrinsic motivator. Furthermore, through the creation of wealth by receiving a high salary, individuals might feel less anxious and stressed, because they would have to worry less about unforeseeable situations that could have a negative impact on their future due to a lack of monetary support. (Ryan & Deci, 2000; Sharma & Bajpai, 2011) However, the results also showed that if a person scored high on CSR, there is a trend that the same person would be more willing to give up on a higher salary, if the company is involved with CSR. There could be different reasons for that. The first being that individuals who score high on CSR and therefore would give up a higher salary might be more familiar with the concept and pay more attention to companies that implement CSR values and activities. Secondly, it would be possible that those people could be motivated by internal factors that are linked to their specific personality traits, such as having high benevolence values and because of that care about the well-being of people around them. This well-being could be accomplished by companies through the participation in CSR activities, such as donations to charitable organizations or educational sponsorship. (Roccas et al., 2002) Nevertheless, this would need further research to be affirmed.

Additionally, this also ties in with the result, which shows a trend for a positive correlation between the variables *Willingness to give up on higher salary for CSR* and the CSR value *Participating in community services*. This trend reveals a positive effect which implicates that if the *Willingness to give up on higher salary for CSR* increases, the CSR value *Participating in community services* also rises. Therefore, it could be assumed that these individuals might have personality traits, such as benevolence values or being highly responsible, which could lead a person to care about people in their social circle, as well as about people outside of that, whom might need a certain type of support such as educational or monetary support as mentioned before. However, in order to confirm these assumptions additional research would be necessary. (Roccas et al., 2002)

Paired t-Test		
	Mean	SD
Importance of Salary	5.3667	1.066

Importance of CSR	4.1667	1.366
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Table 13. Hypothesis 3 Result

6.4 Discussion Summary

This master's thesis was able to find answers to all three of the above hypotheses, which will be summarized in this section. The first hypothesis was concerned with the question if Corporate Social Responsibility is a motivational factor for individuals to move to a rural area. The results from the empirical analysis show that the place of residence is more important to the respondents than the importance of CSR. The analysis further revealed that there is no significant correlation between the importance of CSR and an individual's desire to live in a rural or urban area. The reason for these results could be of various origins. One reason could be that only the minority of respondents were highly aware or paid attention to a company's CSR endeavors. Another viewpoint would be that around 56 percent of the respondents were sparsely or moderately familiar with the concept of CSR, which might lead to a diminished attention and awareness when making a job decision. Therefore, it could be argued that if those individuals would be ancillary educated about CSR the awareness and attention could increase. The findings also showed that people would rather live in an urban area than in a rural area, which is consistent with the found literature (Nielsen, 2014; Chen & Rosenthal, 2008). A cause could be that individuals believe that there are more advantages to living in a big city than in a small rural town. These advantages could consist of a better public transportation, educational systems, health care and economic structure. (Kumar, 2016; Eurofound, 2020) Nevertheless, there are also many benefits that could be considered when moving to a rural area, which are often times not as prominent such as lower housing costs, lower poverty rates, less social exclusion and a better mental health based on lower stress levels due to recreational effects caused by the environment that consist of less commotion and more nature in rural areas. (Dooley et al., 1996; Howard, 2001; Payne, 2006; Eurostat, 2018) Last but not least, the analysis showed that people who would want to live in a rural area, would also consider moving to a rural area for CSR. Therefore, it could be assumed that it would

be possible for companies to attract individuals who want to live in a rural area, but currently live in an urban area, to move at an earlier stage in their life. However, there would need to be even further research to affirm the above assumptions.

The next hypothesis was concerned with the question if the decision-making profile of an individual has an influence on the perceived importance of Corporate Social Responsibility. The results for the 11 profiles showed that there is no significant correlation between them and the importance of CSR, however the analysis revealed three trends for a relationship. The first trend would be for the CDMP profile *Effort invested in the process* that has a positive effect on CSR, which means that if the *Effort invested in the process* rises the importance of CSR also increases. A reason could be the emotional bond and an increased involvement that is formed through time spend on the relevant subject matter. The next shown trend was for *Speed of making the final decision*, which as well has a positive effect. Therefore, it could be concluded that if the speed for a decision increases the CSR score of an individual also rises. Additionally, the assumption might be made that people who need more time to make a decision tend to overthink every detail connected to the topic and through that build an adverse perception, because of negative information that they would gather as well. This could lead to a negative perception of CSR and because of that decrease the importance for CSR. Yet this would need further research and investigation. (Roccas et al., 2002; Komarraju et al., 2011) Last but not least, there is also a trend for a negative correlation between the perceived importance of CSR and the CDMP profile *Aspiration for an ideal occupation*, which means that if the *Aspiration for an ideal occupation* increases, the perceived importance of CSR decreases. This could be due to the fact that this profile is conceptualized through the personality trait of perfectionism which could be divided into three subcategories, which are the self-oriented perfectionism, the other-oriented perfectionism and the socially prescribed perfectionism. (Hewitt et al., 1992) Firstly, it could be assumed that those individuals who have the self-oriented perfectionism will mainly focus on the aspect of their internal needs, such as finding a job that challenges them and because of that not focus on external factors such as CSR. Secondly, for other-oriented perfectionists this could mean that they set high standards for

the companies they want to work for and therefore rather settle for a company with less CSR activities which better fulfill their overall standards. Finally, it could be assumed that if an individual has a high socially prescribed perfectionism, they want to realize the expectations of their family or friends have for them and therefore might look for an employment with a high salary instead of a focus on CSR. (Amabile, 1993; Amabile et al., 1994; Hewitt et al., 1992) Nonetheless, these assumptions would need further assessment to be affirmed.

However, if we take a closer look at CSR values and activities that make up the CSR score the multiple regression analysis reveals further trends and significant results regarding the CDMP profiles. For the value *Maximizing shareholders' value* a trend is noticeable for the profile *Desire to please others* with a positive correlation that indicates that if the *Desire to please others* increases this value rises. This could be, because those individuals want to uphold traditional values, such as the notion that companies should pay dividends to their shareholders and make them feel appreciated. (Roccas et al., 2002)

Complying with law and regulations is the next value that shows a trend for a positive correlation with the profile *Speed of making the final decision*. Therefore, it can be implied that if the variable *Speed of making the final decision* increases the value also rises. The reason could be that people who are more impulsive could tend to comply faster with certain laws and regulations, instead of looking at the bigger picture, which could reveal issues in regard to those installments. (Roccas et al., 2002; Komarraju et al., 2011)

For the value *Contribute to charitable organizations* a trend for a correlation with the profile *Information gathering* as well as significant results regarding the profiles *Effort invested in the process*, *Information processing* and *Aspiration for an ideal occupation* was revealed. It can be concluded that if the profiles *Information gathering* or *Effort invested in the process* increase the value increases due to the positive correlation connected to their relationships. However, for the profiles *Aspiration for an ideal occupation* and *Information processing* a negative correlation was revealed that indicates if the score of the profile increases the value decreases. *Information gathering* as well as *Effort invested in the process* could both have a positive effect on the value

Contribute to charitable organizations because those people tend to spend a lot of time gathering and evaluating information, which then could lead to a higher investment and the creation of an emotional bond with the topic of interest. (Johnson, 1978; Zaichkowsky, 1985) *Aspiration for an ideal occupation* could show a negative correlation because people on the perfectionistic spectrum tend to be highly intrinsically motivated and through that make decisions based on underlying goals and attitudes. (Ryan & Deci, 2000) The reason why *Information processing* might show a negative correlation with the value *Contribute to charitable organizations* could be that those individuals tend to not be involved in their future plans and the information gathering process and therefore might not be aware of charitable organizations and their purpose. Nevertheless, it would be necessary to conduct more research to affirm these assumptions. (Harren, 1979)

Participating in community services shows a trend for a positive correlation with the *Information gathering* profile that indicates, if a rise occurs for the value, it also happens for the profile. This could be due to the fact that those individuals gather a lot of information and through that learn why it is important to support their community. Additionally, that leads to a higher prioritization of this value. Yet, this could be affirmed through further investigation. (Johnson, 1978)

Last but not least, the value *Upholding human rights and Minimizing discrimination* shows a significant result indicating a positive correlation for the profile *Speed of making the final decision*, which would imply that if the score of the profile rises the importance of that value also increases. A reason might be that those individuals already have a strong positive perception of this value and because they are more impulsive, they do not look at further details on what a company exactly defines as those rights. This would need further empirical research to be confirmed. (Roccas et al., 2002; Komarraju et al., 2011)

As well as the CSR values the CSR activities also revealed various trends and significant results tied to the CDMP profiles. The first being for the activity *Donations* that showed trends for the profiles *Information gathering* with a positive correlation and *Information processing* with a negative correlation as well as a significant negative effect for the profile *Aspiration for an ideal*

occupation. The positive trend could be explained by the fact that those individuals like to gather and evaluate a lot of information, which could create an emotional bond to the topic and increases its importance (Johnson, 1978). The negative effect for the profile *Information processing* might occur, because people with this profile tend to make their decisions based on past circumstances and through that it could be possible that they prioritize other factors more than the activity *Donations* (Harren, 1979). For the CDMP profile *Aspiration for an ideal occupation* the reason for the negative correlation might be that those individuals rather want to fulfill their intrinsic needs like being personally challenged by a job than focus on external factors like CSR. They could as well feel the need to uphold the expectations of their social circle which might not be congruent with the activity *Donations*. (Amabile, 1993; Amabile et al., 1994; Hewitt et al., 1992) However, these assumptions would need further investigation to receive a clearer understanding.

The activity *Community work* shows trends for the profiles *Desire to please others* and *Effort invested in the process*, with both implying a positive correlation. There was also a significant negative correlation between the described activity and *Aspiration for an ideal occupation*. The *Desire to please others* could show a trend for a positive correlation, because those people, who score high on this variable also tend to score high for the compliant personality trait, which characterizes a person as modest and reasonable with high benevolence values (Roccas et al., 2002). For the result between the activity and *Effort invested in the process*, it could be assumed that through the time spend on thinking about a topic, this would create a higher involvement and awareness, which might lead to an increased importance of the activity when this variable increases (Zaichkowsky, 1985). The negative correlation that is implied by the profile *Aspiration for an ideal occupation* can be explained as mentioned before through a higher intrinsic motivation. Yet, this would also need further research to be affirmed. (Hewitt et al., 1992; Deci & Ryan, 1985)

Educational sponsorship showed a trend regarding *Effort invested in the process* as well as a significant result for the profile *Information gathering* with both being positively connected to the activity. This positive connection implies that if the scores on these profiles increase the importance of the activity would

rise. A reason could be that individuals who score high on one of those profiles tend to spend a lot of time gathering and evaluating information. This might lead to a higher investment and the creation of an emotional connection with the topic of interest and therefore increase its importance. (Johnson, 1978; Zaichkowsky, 1985) However, to be affirmed further investigation would need to take place.

The next trend and significant results were observable for the activity *Environmental protection*. A trend was shown for the profile *Effort invested in the process* with a positive correlation. The significant results occurred for the CDMP profile *Speed of making the final decision* with a positive correlation and *Aspiration for an ideal occupation* being negatively connected to this activity. The negative result for the profile *Aspiration for an ideal occupation* could be explained through its conceptualization that is based on the personality trait perfectionism, which could lead to the assumption that individuals, who have a high level of self-oriented perfectionism, tend to hold an all or non-mentality. Through that they would either get involved with the activity to protect the environment or not, in order to not offset their own unrealistic standards because they might fail to uphold them. (Hewitt et al., 1992) The positive result for the profile *Effort invested in the process* could be explained through the time people spend to investigate the topic and therefore learn how important environmental protection could be. Additionally, this could be the reason why the perceived importance for this activity rises when the *Effort invested in the process* increases. (Zaichkowsky, 1985) Another positive correlation occurs for the profile *Speed of making the final decision*, which might be because those people, who score high on this profile, tend to be more impulsive in their decision-making. Due to this, it might be possible that those individuals hold the strong belief that it is important to protect the environment, without considering difficulties that could arise through the implementation of certain protective measurements. (Roccas et al., 2002; Komarraju et al., 2011) However, this would need further research in the future.

For the activity *Wildlife protection*, the analysis was able to exhibit a trend for the profile *Effort invested in the process* with a positive correlation with the activity as well as a significant result for *Aspiration for an ideal occupation* indicating a negative correlation. The positive correlation with the CDMP profile

Effort invested in the process might be due to a higher investment of mental capacity and time, through which an emotional connection could be formed that leads to an increase in importance for this activity (Zaichkowsky, 1985). Yet, the negative correlation between the activity and the profile *Aspiration for an ideal occupation* could originate as mentioned above from a self-oriented perfectionism and an all or non-mentality (Hewitt et al., 1992). Nevertheless, to affirm the above assumptions further research would be necessary.

Maximizing shareholders' value as an activity revealed a significant result for the profile *Locus of control* having a negative correlation with the activity. Therefore, it could be hypothesized that the activity decreases, when *Locus of control* increases, due to the nature of its concept, which focuses on the individual's believe that a relationship between the own behavior and consequences exists. In order to that it might be assumed that if people believe that a company's profit originates mainly through their own work and because of that, do not think that shareholders deserve a reward in the form of dividends for the work they did. However, this would need further research to be affirmed. (Straughan & Seow, 1998)

Finally, for the activity *Produce safe products* a trend and two significant results were noticeable. The profile *Dependence on others* showed a trend whereas the profiles *Speed of making the final decision* and *Effort invested in the process* revealed a significant correlation, with all three of them being positively connected to the activity. A reason why the importance of this activity increases when people score higher on the profile *Dependence on others* could be that those individuals feel less anxious when others make decisions for them and because of that it might be assumed that they do not want to take the responsibility of comparing products and choosing an unsafe one. Therefore, they might want the company to take on that responsibility by producing safe products. (Harren, 1979) For the profile *Speed of making the final decision* a similar reason could be suspected, because people who make fast decisions tend to be impulsive and feel the need of security that even if they make a spontaneous buying decision, they will get a safely produced product. (Roccas et al., 2002; Komarraju et al., 2011) Last but not least, the positive correlation of the activity with the profile *Effort invested in the process* might be due to a more intense perception of companies that produce unsafe

products and their consequences, because of the amount of time and thoughts spend on the topic. Therefore, the importance of this activity could increase if the effort invested increases. (Zaichkowsky, 1985) In order to confirm the assumptions above further research and investigation on the topic would be necessary.

The final hypothesis aimed to analyze the question if corporate social responsibility is a higher motivational factor than salary. The results show that salary is more important for the respondents than CSR. This could be explained through the fact that salary conveys a feeling of security, due to a higher economic wealth, which would be able to reduce stress and anxiety. Additionally, individuals might as well feel a higher appreciation through an external reward for their work, than through CSR which does not affect them directly. (Ryan & Deci, 2000; Sharma & Bajpai, 2011) However, two trends occurred in the empirical analysis which indicate that if the perceived importance of CSR increases the *Willingness to give up on a high salary if the company is involved with CSR* rises. This might be because those individuals initially do care more about other people, due to benevolence values. Another reason could be that those people are more familiar and pay more attention to the concept of CSR. The other observable trend, which implies that if the *Willingness to give up on higher salary for CSR* increases the CSR value *Participating in community services* also rises, would also tie in with these assumptions. (Roccas et al., 2002) Yet, to confirm those considerations additional research would be necessary.

All in all this master's thesis was able to conclude that even though there is no significant correlation between CSR as a motivational factor and the desire to live in a rural area, there is a possibility for companies to attract individuals to move to a rural area if they already want to live in a rural region and are interested in the topic of CSR. Furthermore, it also achieved to show that there might not be a significant correlation between the career decision-making profiles and the perceived importance of CSR, but there are trends for the profiles *Effort invested in the process*, *Speed of making the final decision* and *Aspiration for an ideal occupation*. Additionally, it showed various trends and significant correlations between the CDMP profiles and single CSR values and activities as described in more detail above. Last but not least, this master's

thesis also established that salary is a higher motivational factor for an individual's career decision than CSR.

6.5 Limitations and Strengths

One major limitation of this master's thesis would be the small sample size, which consisted of 30 respondents. Therefore, it might be possible that if there had been more participants the results of the empirical analysis might have shown more significant results. However, the low number of participants makes it also difficult to evaluate the results. It could be stated that through a larger sample size across different fields of study, it could have been possible to find differences for each field of study, which could have had interesting implications for companies, when thinking about their employer branding. Another limitation could be found in the questionnaire used, because it did not ask if the respondents already lived in a rural or urban area or where their place of origin is from. These could have revealed interesting implications, when analyzing the given data. However, one major strength of this thesis is that it created a relationship between individual's decision-making profile and their perception of CSR, which has not been done to this extent in the existing literature.

6.6 Future Implications

In the future it would be necessary to even further investigate which CSR activities and values have what kind of effect on individuals that look for employment, because this information could be used by companies to attract and pick even more suitable employees and through that might even reduce a high turnover in the future. Through more research on this topic companies would be able to not only adjust their employer branding, but also create a deeper organizational commitment among employees. The reason therefore could be that if a company understands, which CSR values and activities are important, as well as why they are important to their existing and future employees, they would be able to cater exactly to these needs and through that create an emotional connection, which could bind employees more

effectively to the company. (Kanter, 1968; Hechter, 1988; Buchanan, 1974; Verčič & Ćorić, 2018) Furthermore, it would be of interest to broader educate, especially young people, about the potential benefits of living in a rural region compared to an urban area, which might be beneficial to companies that are located outside of big cities and are looking for skilled employees. Through this master's thesis it is possible to deduce potential investigative points for further research on the topic of CSR and how it can be used as an advantage for companies to hire the right employees. However, this master's thesis was able to show that if individuals already want to live in a rural area companies could have a chance to motivate them to move there at an earlier stage in their live through the communication of CSR, but this would still need more investigation and research to be affirmed.

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9 Appendix

9.1 Zusammenfassung

Die vorliegende Masterarbeit untersuchte, ob das Konzept Corporate Social Responsibility (CSR) einer Firma für potenzielle Arbeitnehmer, ein wichtigerer motivationaler Faktor ist als das Gehalt, um für eine Arbeitsstelle in eine ländliche Region zu ziehen. Auch wurde untersucht ob die Art Entscheidungen zu treffen einen Einfluss auf die Wahrnehmung der Wichtigkeit von CSR hat. Die Untersuchung wurde über einen Online-Fragebogen durchgeführt und war an Menschen mit Hochschulreife und höherem Bildungsabschluss gerichtet. Der Fragebogen war in folgende vier Kategorien unterteilt: Demografische Informationen, Entscheidungsprofil, CSR und die Wichtigkeit von Gehalt und Lage des Wohnsitzes. Diese Kategorien wurden mittels eines gepaarten T-Tests, einer Pearson Korrelationsanalyse sowie einer multiplen Regressionsanalyse empirisch untersucht, um die Hypothesen dieser Masterarbeit zu beantworten. Die Ergebnisse zeigen, dass die Lage des Wohnsitzes und das Gehalt wichtiger sind als die praktizierte soziale Verantwortung (CSR) eines Unternehmens. Auch hat die individuelle Bedeutung der praktizierten soziale Verantwortung (CSR), keinen Einfluss auf die Entscheidung einer Person für einen Arbeitsplatz in eine ländliche Region zu ziehen. Des weiteren wurde ein Trend gefunden, der darauf hindeutet, dass eine Person, welcher CSR wichtig ist, eher auf Gehalt verzichten würde, wenn ein Unternehmen CSR betreibt. Ferner konnte festgestellt werden, dass das Entscheidungsprofil eines Individuums keinen Einfluss auf dessen wahrgenommene Wichtigkeit von CSR hat. Allerdings konnten drei Trends für einen möglichen Zusammenhang der Entscheidungsprofile *Effort invested in the process*, *Speed of making the final decision* und *Aspiration for an ideal occupation* mit der wahrgenommenen Wichtigkeit von CSR festgestellt werden.

Stichwörter: Corporate Social Responsibility, Entscheidungsprofil, ländliche Regionen