



**THE RISING STANDARDS OF SUSTAINABILITY AND CSR IN FASHION
MARKETING: HOW THIS PHENOMENON AFFECTS MARKETING
PROFESSIONALS**

Lappeenranta–Lahti University of Technology LUT

Bachelor's Programme in Business Administration, bachelor's thesis

Bachelor's programme in International Marketing

2023

Ruusa Eiserbeck

Examiner: Associate professor, Anni Tuppuru

ABSTRACT

Lappeenranta–Lahti University of Technology LUT

LUT Business School

Business Administration

Ruusa Eiserbeck

The rising standards of sustainability and CSR in fashion marketing: How this phenomenon affects marketing professionals?

Bachelor's thesis in Business Administration

2023

38 pages, 1 figures, 1 tables and 3 appendices

Examiner(s): Associate professor, Anni Tuppuru

Keywords: Fashion marketing, Identity, Job wellbeing, Job satisfaction, CSR & Sustainability.

This bachelor's thesis focuses on examining how the rising standards of sustainability and CSR affect fashion marketing professionals. This research is limited to Finnish fashion marketing professionals working for Nordic companies. The purpose of this study is to investigate how the rising standards of sustainability and CSR impact individuals' identities, roles as well as job satisfaction and wellbeing.

The research is conducted as a qualitative study, employing interviews as the research method with individuals working in fashion marketing positions. The interviews were conducted as semi-structured interviews, with pre-made questions remaining consistent across all interviews. Participants were provided with a preliminary list of interview questions and key concepts in advance, as the topic was challenging. Thus, the interviewees were given the opportunity to contemplate the theme in advance to increase the comprehensiveness of their responses. Each interviewee had the opportunity to express their own opinions without guidance from predefined response options.

The results of the study show that fashion marketing professionals feel the rise of the standards in sustainability and CSR in their working life. These professionals perceive that the effects touch on identity, professional roles as well as job satisfaction and work wellbeing. The level of perceived impact depends on the individual, but the effects are mostly seen as positive.

TIIVISTELMÄ

Lappeenrannan–Lahden teknillinen yliopisto LUT

LUT-kauppakorkeakoulu

Kauppätieteet

Ruusa Eiserbeck

Nousevat kestävyiden ja yritys vastuun standardit muotimarkkinoinnissa: Miten tämä ilmiö vaikuttaa markkinointialan ammattilaisiin?

Kauppätieteiden kandidaatintutkielma

2023

38 sivua, 1 kuva, 1 taulukkoa ja 3 liitettä

Tarkastaja: Tutkijaopettaja, Anni Tuppara

Avainsanat: Muotimarkkinointi, Identiteetti, Työhyvinvointi, Työtyytyväisyys, CSR & Vastuullisuus.

Tämä kandidaatintutkielma keskittyy tutkimaan, kuinka kestävyiden ja vastuullisuuden nousevat standardit vaikuttavat muotimarkkinoinnin työntekijöihin. Tutkimus on rajoitettu suomalaisiin muotimarkkinoinnin työntekijöihin, jotka työskentelevät pohjoismaalaisille yrityksille. Tarkoituksena on tutkia, kuinka vastuullisuuden ja kestävyiden nousevat standardit vaikuttavat yksilöiden identiteetteihin, rooleihin sekä työtyytyväisyyteen ja -hyvinvointiin.

Tutkimus on toteutettu laadullisena tutkimuksena, jossa tutkimustapana on haastatella henkilöitä, jotka työskentelevät muotimarkkinoinnin työtehtävissä. Haastattelut toteutettiin puolistrukturoituina haastatteluina, joissa ennalta tehdyt kysymykset pysyivät pääosin samoina kaikkien haastateltavien kohdalla. Haastateltavat saivat etukäteen listan alustavista haastattelukysymyksistä, sekä keskeisistä käsitteistä, sillä haastattelun aihe oli haastava, ja haastateltaville haluttiin antaa mahdollisuus pohtia teemaa etukäteen vastauksien kattavuuden lisäämiseksi. Jokaisella haastateltavalla oli mahdollisuus antaa oma mielipiteensä ilman apua valmiista vastausvaihtoehdoista.

Tutkimuksen tuloksista ilmenee, että muotimarkkinoinnin työntekijät tuntevat vastuullisuuden ja kestävyiden standardien nousun heidän työssään. Muotimarkkinoinnin työntekijät kokevat sen vaikuttavan niin yksilön identiteettiin, ammatillisiin rooleihin sekä työtyytyväisyyteen ja -hyvinvointiin. Vaikutuksen taso on yksilöllinen, mutta pitkälti vaikutusten koetaan olevan positiivisia.

SYMBOLS AND ABBREVIATIONS

Abbreviations

CSR Corporate Social Responsibility

B2C Business to Customer

SIT Social Identity Theory

Table of contents

Abstract

Symbols and abbreviations

1	Introduction	10
1.1	Research objectives and questions	11
1.2	Research methods and delimitations	12
1.3	Theoretical Framework	13
1.4	Research structure	14
2	Literature review	15
2.1	Fashion Marketing and sustainability	15
2.2	Identity	17
2.2.1	Identity theory	17
2.2.2	Social identity	18
2.2.3	Professional identity and roles	20
2.3	Identity and job satisfaction	22
2.4	Identity and Workplace wellbeing	23
3	Research Methodology	26
4	Results and findings	29
4.1	Fashion marketing and the rising standards of sustainability and CSR	29
4.2	The identities of marketing professionals	32
4.3	Job wellbeing and satisfaction and the influence of rising standards of sustainability and CSR	35
5	Discussion.....	39
5.1	The effects of sustainability and responsibility on the perceived professional roles and identities of marketing professionals.....	39
5.2	The effects of sustainability and responsibility on the work wellbeing and satisfaction of marketing professionals.....	41
5.3	The rising standards of sustainability and CSR and fashion marketing professionals	

6	Conclusions	45
6.1	Implications.....	46
6.2	Reliability of the research	47
6.3	Limitations and Future research.....	47
	References.....	49
	Appendices.....	1

Appendices

Appendix 1. The structure of the interview in Finnish and English

Appendix 2. The coding process of data gathered from the interviews.

Appendix 3. The structure of the interview inquiry (In Finnish)

1 Introduction

Sustainability and responsible consumption are now at the core of economic, social, ecological, and ethical discussions, which is why sustainability and corporate social responsibility (CSR) have become themes that consumers and other stakeholders often demand companies to consider and implement in their operations. (Lim 2017) The same goes for the Fashion industry. The pressure to deliver consumers knowledge about sustainability issues and remaining transparent about their operations is relatively high for companies in the field of fashion. (Milanesi, Kyrdoda &Runfola 2022) The shift towards more sustainable consumption models and responsible ways of doing business is certainly a positive change. However, the individuals in charge of communicating with the stakeholders about these firm operations and overall implementing sustainability to their marketing strategies have a lot on their plate.

The traditional job description of employees in the marketing field includes communicating with the stakeholders, advertising, taking care of the brand image and many other things that create customer value. Today, marketing professionals are starting to implement more customer-oriented strategies. Moreover, due to the emergence of social media, communicating with the consumers via various platforms as well as exchanging information between customers through social media about products or services has become effortless, but also creates pressure for companies to be more and more transparent in B2C (business to customer) communications. (Wu & Li 2018) Since sustainability and sustainable consumption has recently become a megatrend in the business field, this aspect needs to be considered, especially in marketing strategies of organizations (Golob, Burghausen, Kernstock & Davies 2022). However, the feelings of marketing professionals towards adapting behaviour that follows the new standards of sustainability and CSR are strongly connected to not only the level of their job satisfaction but also the attitude of the employing company towards implementing CSR, externally and internally. (Carmeli, Brammer, Gomes & Tarba 2017) Moreover, personality and identity factors regulate the employees' level of motivation to take part in sustainability initiatives.

During the execution of the literature review, a gap could be seen in previous research concerning how marketing professionals' job wellbeing and satisfaction is affected by the

high expectations of implementing CSR and sustainability initiatives in firm operations. This finding proposed an interesting subject for the research. Therefore, this thesis aims to gain insight on the perceived effects of the rising standards of sustainability and CSR on the identity, job wellbeing and satisfaction of marketing professionals in the field of fashion. The research is conducted as qualitative research, and the information is collected by interviewing marketing professionals that work for fashion brands operating in Finland. The theoretical framework that guides my analysis builds upon the central concepts explaining the psychological views of the fashion marketing professionals and the connections between the concepts.

1.1 Research objectives and questions

As said, the rising expectations of stakeholders concerning CSR brings organizations pressure to change their strategies to fit the new standards of responsibility and sustainability. These changes often affect all levels of an organization, but especially the marketing sector. Thus, the purpose of this thesis is to study how marketing professionals feel about the effects of rising sustainability and CSR standards in their working life. The aim is to dive into the psychological views of marketing professionals and see how identity factors affect their work wellbeing and satisfaction as well as how the trend of sustainability and responsibility affects these three aspects altogether. A qualitative research study brings real-life experiences and feelings of the marketing professionals under examination.

In total, there are three questions that guide me with reaching the aim of this thesis, the first one being the main research question. The other two are sub-questions that strive to specify the area of the research. The main research question for my research goes:

How do the rising standards of CSR and sustainability trend in business affect fashion marketing professionals?

The two sub-questions support the main research question in this research. The first sub-question of this research seeks to know if marketing professionals have noticed any changes in their professional role and identity caused by the trend of sustainability and the raising standards of CSR.

Sub-Q 1: Do marketing professionals feel the effects of the raising standards of sustainability and CSR in terms of their own perceived professional role and identity?

The second sub-question limits the research to a view where it can better be seen how exactly the job satisfaction and workplace wellbeing of marketing professionals are affected by the trend of sustainability and higher standards of CSR.

Sub-Q 2: How has the trend of sustainability and responsibility affected the workplace wellbeing and job satisfaction of marketing professionals?

These three questions will be studied through a qualitative research approach using data from thematic interviews. The theoretic framework collected prior to the interviewing process guides the data collection as well as the analysis of the collected data for my research.

1.2 Research methods and delimitations

This research will be conducted as qualitative research. Qualitative research method applies to the topic of research well since it allows me to find more detailed information. The focus of this research emphasizes understanding the feelings of the marketing professionals rather than making number-based analysis. Thus, the decision to utilize semi-structured interviews as the method for data collection creates a relaxed setting, in which the interviewees are able express their thoughts and experiences with ease. Five marketing professionals were interviewed via Teams and one respondent requested to answer the questions in written form. Individuals from different fashion firms took part in the interviews, which adds to the variety of the data collected. The identity of the interviewees as well as the companies they work for will remain anonymous due to the personal nature of the subject of this research.

This research is limited to marketing professionals that are employed to fashion brands operating in Finland as it helps with the convenience of gathering information. This research focuses on the feelings and psychological views of marketing professionals from the point of view of identity as well as perceived job satisfaction and wellbeing. There are other factors that could be considered, but these concepts were chosen since they are strongly interconnected with each other and reviewing just these aspects gives a relatively comprehensive view of the feelings of marketing professionals. The rising standards of

sustainability and CSR has a moderating effect on the feelings of the individuals in the context of this research.

1.3 Theoretical Framework

The theoretical framework of this thesis focuses on the concepts that are at the core of the subject area of my main research question: “*How do the rising standards of CSR and sustainability trend in business affect fashion marketing professionals?*”. Fashion industry and marketing professionals working in this specific field create the context of this research. The context area of fashion marketing is strongly influenced by the rising standards of sustainability and CSR and the trend continues to cause changes in the industry as well as the operations of fashion companies. To be able to gain insight on the possible aspects that might influence the employees and their opinions on the matter, reviewing literature on identity, work wellbeing and job satisfaction was considered valuable. These concepts all affect each other and are collectively influenced by the rising standards of sustainability and CSR. During the process of reviewing existing work, I came to notice, that these themes are all interconnected, and the connecting aspect would be the implementation of social identity theory, identity theory as well as the concept of professional roles. These three theories together help in understanding feelings and behaviour connected to identity factors. Consequently, the concepts of identity, social identity and roles help in indirectly explaining feelings of work satisfaction and wellbeing. In the second chapter of this thesis, these psychological aspects that are at the centre of my research are introduced in depth as well as connected to each other and the context. The simplified version of the theoretical framework guiding my research is introduced below:

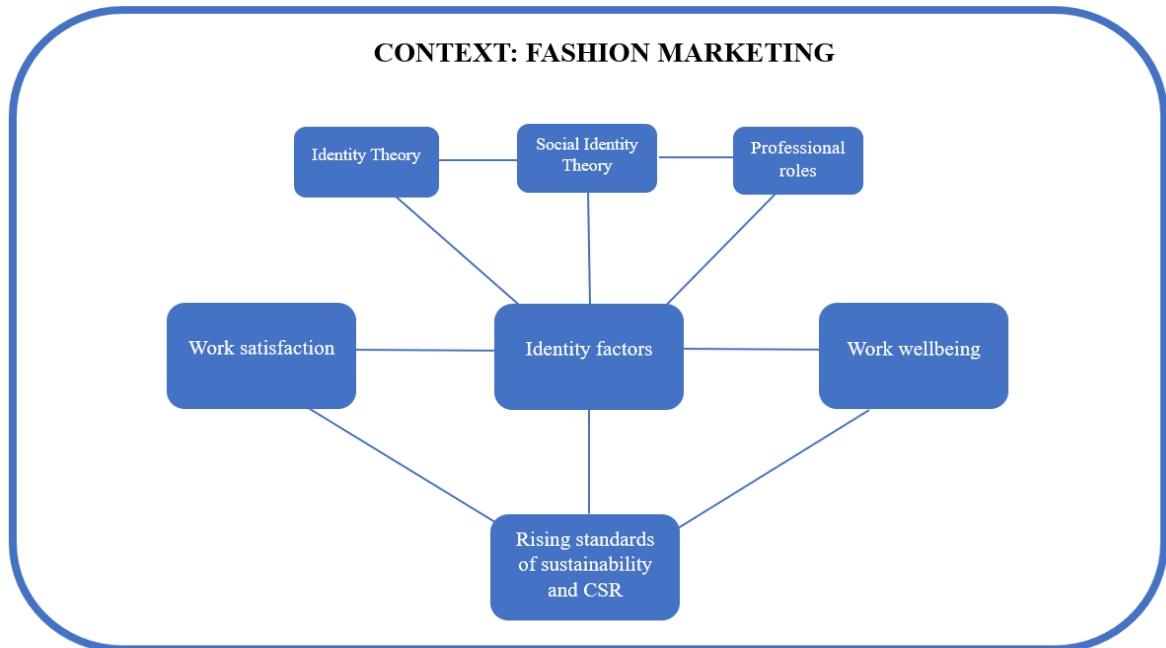


Fig. 1: Theoretical framework

1.4 Research structure

This thesis follows the standard structure of academic research and is divided into individual parts. Following the introduction, in chapter two, previous research relevant to my topic is introduced and connected to the context of the research. This section builds the theoretical foundation for my research. Subsequently, before starting with the empirical part, a basic explanation of the methods used to collect data in this research is included in the third chapter. The empirical evidence is presented in the fourth chapter and later combined with theoretical aspects in the discussion section. The final part of this thesis is the conclusions, which sum up my research and its findings.

2 Literature review

The aim of this chapter is to create a theoretical foundation for the thesis, providing a comprehensive understanding of the main concepts and connections between them in the context of my research. Moreover, this part of the thesis altogether creates and introduces the context of this research. Since this thesis uses a qualitative research approach, it is crucial to give a clear understanding of the concepts that are discussed in this study. This helps with staying in the right topic area as well as clarifies the concepts that are central parts of the interviews. Interest in job satisfaction and things that contribute to it continues to grow since examining it helps understand career behaviour. (Busque-Carrier, Ratelle & Le Corff 2022). The psychological aspects that relate to my research: Identity, and how aspects of it might affect job satisfaction and work wellbeing, have gained interest in the business world since this type of information helps in managerial decisions that concern the goals of building healthy, yet profitable organizations (Böckerman & Ilmakunnas 2020). My area of research strives to look at the personal feelings of individuals working in fashion marketing positions. The effects of human interactions and social groups, that an individual is a part of throughout their life, on the identity and perception of self are significant and therefore need to be considered to gain a comprehensive view of work-related identity factors (Abrams & Hogg 1998). Moreover, one's attitudes towards incorporating sustainability in their professional life are dependent on an individual's identity as well as work-life satisfaction and wellbeing.

2.1 Fashion Marketing and sustainability

Marketing plays a pivotal role for companies that make the most of their revenue from business-to-consumer sales (B2C). Traditional marketing strategies typically align with the 4Cs of the marketing mix. This model prioritizes consumer-centric approaches, emphasizing communication with consumers, understanding the needs of consumers, managing costs, and aiming to provide for convenience to fill the needs and requirement of the customers optimally. However, the emergence of social commerce and online markets has increased the importance of recommendations and word-of-mouth on customers' buying behaviour. (Wu et al. 2018) Since customers are now at the core of marketing strategies and customer

loyalty is something that organizations strive to achieve and maintain; the importance of brand image is bigger than ever. Moreover, consumers now have chance to exchange information via social media, which adds to the information transparency of consumption. (Wu et al. 2018). Therefore, customers' buying behaviour is harder to control with mere good advertising, but the whole image of a company needs to be good since word-of-mouth and other customers' opinions are found to have significant effects on buying behaviour. While companies are demanded to take part in sustainability practices, there is also a growing opportunity for them to communicate it to the important stakeholders via social media to reinforce the brand. (Milanesi et al. 2022)

In terms of sustainability, the fashion industry is under a lot of criticism, since it has the reputation of being amongst the most polluting industries in the world. CSR communication is often widely in the hands of organisations' marketing sections, especially when it comes to informing the customers about the brand sustainability practices. (Vatamanescu, Dabija, Gazzola, Cegarro-Navarro & Buzzi 2021). Consumer demand for sustainable and ethical consumer goods such as clothing has significantly influenced marketing strategies. The fashion industry has received a great deal of attention in terms of sustainability practices and implementing them. Many companies have responded to these demands and incorporated sustainability as value that guides their operations. (Milanesi et al. 2022)

As the demands of stakeholders are high in basically all areas of business, the fashion industry is no different. Clothes are, overall, a basic need for everyone, but since the competition in this field is on such a high level, fashion advertisement often aims to appeal to added confidence as well as positive emotions, and in this way driving sales (Lea-Greenwood 2012). As discussed in the study of Vatamanescu et al. (2021), sustainable development has brought about the growing trend of responsible consumption, which proposes a challenge for the marketing sectors of companies. Mere appealing to the hedonic needs of customers is no longer an effective way of advertising in the fashion industry. Today, the importance of corporate social image is one of the key factors that have the power of engaging customers and creating long-term customer loyalty. Especially younger generations tend to go for products and services that are advertised as sustainable. (Vatamanescu et al. 2021)

2.2 Identity

The study of Stets, Reichelmann and Kiecolt (2023) suggests that person identity, role identity and social identity together create the base for identities. These three aspects of identity will therefore be introduced in the context of my research. Subsequently, the identity factors will be connected to the themes of job satisfaction and wellbeing in chapters 2.2 and 2.3.

2.2.1 Identity theory

Identity theory (IT) and social identity theory (SIT), which will be introduced in the chapter 2.2, have a lot of similarities and they tend to overlap with each other. In identity theory, an identity is formed through the process of identification. This theory emphasizes the personal factors that shape an individual's sense of identity and explains behavioural models of individuals. (Davis, Love & Fares 2019) Things such as personality, personal history and experiences contribute to the construction of one's identity. However, individuals are born into a structured society, in which each person is a member of various social categories throughout their life. Therefore, identity theory does not leave out the importance of social interactions and experiences in influencing the identity of an individual. (Stets & Burke 2000)

Identity theory emphasizes the view of what one does and what their role is as a basis for identity. (Stets et al. 2000) Stets et al. (2023) define the term "sets of meanings" as the multiple identities that constitute the self of an individual. Consequently, the study of Davis et al. (2019) claims that individuals generally perform in ways that support the set of meanings attached to their identities and tend to try and interpret how others view the self within a situation, which can be referred to as reflected appraisals. When the feedback on their performance matches the identity standard, the individual experiences positive emotions. The research refers to this process as identity verification whereas the experience of identity nonverification stems from a distance between the identity standard and reflected appraisals. The emotional effects of this identity verification process work as a motivator for individuals to change their behaviour to match the identity standard in situations where identity is relevant. (Davis et al. 2019)

Employees often derive a sense of identity from their assigned job roles, which may point the level of responsibility, tasks, and overall contribution in an organization. Identity theory and social identity theory both suggest that the strength of connections and emotional bonds to the social group or category of an individual is an important regulator of the level of commitment. (Stets et al. 2023) To illustrate how this theory can be applied to the context of this specific research, consider an individual who works in the marketing sector in the fashion industry and identifies as a consumer who considers sustainability and responsibility in their buying decisions. These two identities the individual possesses activate in different situations and there are differences in the levels of verification processes of the identities as well as the emotional connections to these identities (Stets et al. 2023).

2.2.2 Social identity

The definition of social identity theory (SIT) was first created by Tajfel in the 1970s (Welbourne, Rolf & Schlachter 2017). According to Tajfel, Social Identity can be defined as the self-concept that is formed through information and influences coming from a social group that an individual considers themselves part of. The value and emotional significance of a certain social group accelerates the level of the impact it has on an individual's social identity. (Tajfel 1982) In this theory, identity is formed through self-categorization. Self-categorization is based on social cognitive processes that cause individuals to identify with groups, analyze themselves and others in group terms as well as change their behavior to fit the standards and habits of a group. (Stets et al. 2000, Hogg & Reid 2006) Moreover, the research of Hogg and Terry (2000) extends social identity theory by introducing the idea that social categorization produces depersonalization and therefore causes the phenomenon of social identity. The depersonalization phenomenon causes people to be seen as embodiments of the group they represent and not as unique individuals. Moreover, the depersonalization of self can cause individuals to consider their personal characteristics less relevant than their group identity. (Hogg & Reid 2006)

Social identity theory has been widely used as a theoretical framework for research examining organizational psychology. Literature related to social identity theory is often used to review aspects and create processes of leadership. For example, the research of Arshad, Qasim, Farooq & Rice (2022) utilizes SIT as a tool for finding ways of enhancing

the involvement of individuals in organizations through leadership. The managerial aspects of using social identity theory are not useful for this research since the goal is not to research organizational performance models, but individuals and their feelings. Therefore, in this research, the focus will stay in the psychological views of employees and the social psychology of group processes since individuals are, as said, strongly influenced by the various groups they belong to. These groups can impact an individual's concepts of who they are and how they relate to other members of the same group or of different groups. (Abrams et al. 1998)

Identity theory focuses more on explaining the internal aspects of an individual's identity. Therefore, including the aspects derived from SIT to my theoretical framework is sensible since it works as a tool for reviewing marketing professionals as individuals that are a part of an organizational group. To some degree, people tend to obtain parts of their identity and sense of self from the organizations they are a part of. (Abrams et al. 1998, Hogg & Terry 2000) Moreover, individuals working in the same industry in sections that share same assigned tasks tend to have similar roles inside organizations and therefore can be assessed a group. Thus, in this context, social identity theory explains the reasoning behind the idea that marketing professionals should have, at least to some extent, similar organizational roles, and identities. This kind of social group would be referred to as an occupational group and plays an important role in this research since the professional identification is often created before an individual belonging to any organization and therefore the identification to a profession may be stronger than to their organization. (Ostermeier, Anzollitto, Cooper & Hancock 2023)

Of course, organizational habits and working environments can cause significant differences on the views of marketing professionals on their work satisfaction and wellbeing. Group identification does often require some level of emotional investment, which might then lead to an individual adapting the identity and values of a group and maybe even, to some level, abandoning their personal beliefs and values. (Tajfel 1982, Hogg et al. 2000) Drawing upon this, it can be argued that the level of effects that the rising standards of sustainability and CSR cause on work wellbeing and satisfaction on a personal level might be in connection with the adapted organizational values and identity. However, this research does not focus on the firms that the marketing professionals work for. Therefore, the firms and their sustainability actions and initiatives as well as their internal and external CSR will not be

audited, yet the answers collected from my research could give indirect insight into the working environments of marketing professionals working in different firms.

According to social identity theory, the decision to remain a member of a group or seek membership of new groups is strongly tied to the satisfaction of the personal requirements of an individual. Memberships of groups are often evaluated through the positive attributes of it in comparison with other groups. (Turner 1975) This applies to professional groups, or in other words, an individual's professional position. If the individual lacks a feeling of organizational identification or work satisfaction, they are likely to leave the company, or try something different in terms of role and tasks.

2.2.3 Professional identity and roles

According to Stets et al. (2000), a complete theory of the self would consider ideas derived from both identity theory as well as social identity theory. In this context, addressing professional identity as well as the roles of professional life as a concept provides valuable insights to the research. Professional Identity can be referred to as an Individual's perceived self as a member of a line of work and the professional role that comes with it. Professionals often tend to describe the nature of their work when they are asked to introduce themselves. (Chen & Reay 2021) Professional practices and behaviours are often strictly regulated to ensure that individuals with proper expertise and education carry out professional tasks (Chen, Currie & McGivern 2022)

Bennett (2011) refers to professional identity as the combination of behaviour, values, experiences and motives an individual has learned in and contributes to their working life. A professional identity is formed through the form of training and working atmosphere. For example, an organization that prioritizes sustainability and responsibility in their operations often leads the employees to be more considerate in terms of those themes in their professional life. Often, especially in cases of newer employees, supervisors or mentors introduce a company's behavioural norms and therefore act as primary role models that affect the recruits' professional identities. (Bennett 2011) In business world, role-based behaviour is simply explained as the expected behaviour models that are associated with certain positions, which drives individuals to act in ways they believe they are expected to. This phenomenon is strongly tied to the self-categorization process, which causes our

thoughts, feelings, and behaviour to be shaped to fit the rules of the in-group we are a part of. (Welbourne & Schlachter 2019, Hogg & Reid 2006) The perceived role is often built on the influence from role senders such as supervisors or stakeholders. (Wang, Fu, Wang & Wei 2022) For example, a marketing professional could be expected to be creative and social. Moreover, their expected role in an organization would include taking care of the brand image and executing marketing campaigns in aspirations to reach more customers and increase a company's income.

According to the research of Bennett (2011) many studies have revealed significant connections between strong professional identity and job satisfaction. Organizational roles are often introduced at an early stage of a new employment since a link between clear organizational role and effective work performance is presumed. (Wang et al. 2022) Moreover, the amount of job satisfaction is linked to levels of organizational commitment and the commitment level that an individual experiences, as said before, stems from the emotional investments one makes to the group they are involved in. (Hogg et al. 2000) The study of Ostermeier et al. (2023) describes an organizational identity as a social identity related to an organization whereas the study refers to professional identity as a work-related social identity. Moreover, they underline that identification with both may create feelings of conflict for an individual if the identities provide different guidelines regarding behaviour at work. (Ostermeier et al. 2023)

The study of Chen et al. (2021) note that many studies indicate that professional identity is relatively difficult to change. Professionals often avoid adopting new work practices that do not fit with their identity, making it hard to implement change initiatives in organizational groups. If the changes made create practices that are well aligned with their identity, it is easier for professionals to see the new work as valuable. (Chen et al 2021) This could indicate that if, in the context of this research, marketing professionals face changes in their professional life because of the rising standards of sustainability and CSR, they are more likely to adapt to their new working practices if they see sustainability and responsibility as core parts of their professional identity.

2.3 Identity and job satisfaction

Finding a definition for job satisfaction has proven to be difficult since there are various approaches to the reviewing the concept. The study of Kim, Kim and Han (2019) succeeds to explain the term in a concise manner, stating that job satisfaction refers to the subjective positive feeling of an individual concerning their job as a whole. Things such as organisational values, contents of the job and meaningfulness of the job are factors that can either contribute to or undermine the level of perceived job satisfaction of an individual. As said before, workplace wellbeing is a multifaceted concept that is built upon many different aspects, one of which being job satisfaction. (Böckerman et al. 2020). This explains the trend of various researchers mentioning both concepts in studies concerning this subject area. To demonstrate, the study of Peccei (2004) looks at employee wellbeing from the dimension of job satisfaction and job stress, verifying the correlation between workplace wellbeing and job satisfaction.

The study of Busque-CARRIER, Ratelle and Le Corff (2022) assessed the role of basic psychological needs in association with work values and perceived job satisfaction and thus, deepened the understanding of effects of values on job satisfaction. According to the study, work value factors could predict psychological need satisfaction and frustration at work. Their study categorizes work-related values to two different groups: Intrinsic values and extrinsic values. The intrinsic values are more in connection to the proneness of an individual to strive for psychological growth whereas extrinsic values prompt behaviours that are motivated by the need for rewards and praise. The study indicates that intrinsic and social work values predict higher levels of satisfaction at work whereas extrinsic and status related work values negatively predict psychological need satisfaction. The positive contribution of intrinsic and social work values to the psychological thriving, growth and wellness of employees also adds to the satisfaction employees feel towards their job. (Busque-carrier et al. 2022)

The research of Stets et al. (2000) suggests that participation in a societal group such as an organization may be at its highest when individuals feel connected to the group they are a part of, the role they play in it and their own personality. Alignment with an organization's values and culture creates a sense of belonging and satisfaction. As mentioned before, even in a situation where organizational behaviour models are changed due to the pressure of the

changing societal standards, an individual will most likely be comfortable with the change if their personal values align with the new form of practice. (Chen et al. 2021) For example, a marketing professional that believes that the new pro-sustainability actions in their job are valuable and align with their identity, is likely to be open to changes in their job description and assigned tasks.

Environmental issues pose a challenge for organizations and require them to use their resources and capabilities for transitioning towards more sustainable forms of doing business. Moreover, driving sustainability is a complex task that requires the effort and involvement of a whole organization and all its sectors. (Carmeli et al. 2017) The research of Kim and Kim (2021), on how CSR affects employees' well-being, performance, and engagement, indicates that incorporating socially responsible initiatives to a company's operations motivates employees to strive for more than just profit maximization. Moreover, social identity suggests that an organization's CSR related actions can increase the attractiveness of the company, which then adds to employee commitment. (Chatzopoulou, Manolopoulos & Agapitou 2022) Therefore, external CSR can be seen as a motivator for employees to put their own effort into incorporating sustainability to their actions in their professional role.

Employees that are a part of a fair organization that supports and acknowledges them show enhanced job satisfaction. Moreover, people working in organizations that put effort into external CSR are more likely to be viewed positively by others, which also contributes to their job satisfaction. Job satisfaction is strongly connected to organizational commitment through positive emotional experiences. (Chatzopolou et al. 2022) The results of the research of Chatzopolou et al. (2022) indicate that employees respond favourably not only to corporate CSR initiatives that benefits them, but to actions that cause positive effects to the society and environment. Moreover, Individuals' perceived job satisfaction has a positive connection with organizational identification as well as adds to the feeling of meaning and purpose of their job.

2.4 Identity and Workplace wellbeing

The book of Cvenkel (2020) introduces employee well-being at work as a multifaceted concept that builds on different domains affecting an individual's quality of life at work. The

concept reflects an individual's physical, psychological, and social wellbeing in their working environment (Peccei 2004). The personal wellbeing of employees is affected by social relations in their workplace and individuals may define their work wellbeing in relatively different ways, which is why the person identity of an employee often regulates the level of their perceived workplace wellbeing. The wellbeing of employees is strongly connected to the success of not only the individual but also the whole organization, which is why fostering work experiences and functions that promote employee well-being is seen as one of the main building blocks towards a healthy and successful organization. (Cvenkel 2020).

The study of Busque-Carriet et al (2022), covers not only the topic of work satisfaction but also work wellbeing and how the innate values of an individual may affect the perceived level of these both. Their study utilizes the theory of self-determination, according to which all individuals have three psychological needs: autonomy, competence, and relatedness. Autonomy refers to the need to act from their own will and support their own actions and behaviour whereas the need for competence refers to the need to see the consequences of one's actions and to relate to their environment. The last need: relatedness, refers to the need to feel socially connected to the significant individuals in their life. When these psychological needs are met, individuals experience wellness. (Busque-Carrier et al. 2022) The psychological needs and the feeling of fulfilment in terms of these needs varies a lot between individuals since everyone has a unique set of identities and values that are identity-related.

Taking into consideration the importance of identity factors in perceived work wellbeing is important since the work-related identities of individuals can regulate the feelings, behaviour, and attitudes of individuals in their workplace. The book of Akerlof and Kranton (2021) studies norms in various places and introduces identity and related norms into economics. They emphasize that identity and social categories may appear to be abstract concepts, but that their reality is a powerful director of behavioural models. Social categorization of self and others causes individuals to internalize group norms and behave accordingly to fit the nature of the group. (Hogg & Reid 2006) Moreover, Akerlof et al. (2021) introduce the idea that when people are doing what they think they should be doing, they are happy, and those who are not living up to the norms that they have set for

themselves, are unhappy. The study states that the goal of advertising is to make people want a product to live up to an ideal and this way induce people to buy more. (Akerlof et al 2021)

One major dimension of CSR is policies and practices directed at employees. In practice this means providing employees with better pay, working conditions, training employees about CSR and other social aspects that are shown to have a positive relationship with employee social behaviour. (Shen and Benson 2016) Company CSR initiatives must include the wellbeing of the employees to avoid a situation where they might see the socially responsible image as merely a tool to enhance the performance of the business they are working for. (Kim et al. 2021). Moreover, the study of Benson et al. (2016) uses SIT as a theoretical basis for their research and with the help of it propose that incorporating CSR in practices directed at employees adds to organizational identification. One aspect of CSR is fostering a positive experience of workplace inclusivity for the employees. Feeling included and valued regardless of one's background is a crucial aspect that fosters workplace wellbeing. Subsequently, organizational identification is positively connected to employees' work attitudes and behaviours such as effectiveness, task performance and satisfaction. (Benson et al. 2016, Kim et al. 2021)

When facing changes or job redesign for reasons such as the external pressure to implement sustainability and CSR initiatives in company operations, the reactions of employees may vary significantly. According to the research of Chen et al. (2022) employees engage differently with job redesign depending on the effects these changes may have on their professional identities and roles. As said, driving corporate-level sustainability depends on employees' efforts. Carmeli et al. (2017) conducted a study that further deepened the understanding of how organizational ethic of care affects employee involvement in sustainability-related efforts. The term ethic of care refers to the perspective that pays more attention to people's needs and in-group relationships in company's operations and decision making. Their findings indicate that organizational sustainability that builds upon CSR initiatives that benefit the employees helps shaping their positive attitudes and thus contributes to job wellbeing and satisfaction levels. Subsequently, the positive attitudes of the employees foster them to want to be more involved in the company's sustainability-related activities. (Carmeli et al. 2017) To conclude, individuals will be more motivated to take part in corporate-level sustainability initiatives when their professional identity holds sustainability in high value. Adding to this, an organization that cultivates an atmosphere

where sustainability, regarding the in-group of the organization as well as actions that affect other groups, is a core value, can contribute to the motivational of employees. Otherwise, the employee might feel conflicted due to the differences in their professional identity and organizational identity, which might lead to decreased job wellbeing. (Ostermeier et al. 2023)

3 Research Methodology

In this chapter, the process, and the methods of conducting this research are introduced. Moreover, this section includes information on the participants and analysis process. Due to the nature of the subject and concepts of this research, the research was conducted using a qualitative approach. The focus of this research is finding if the rising standards of sustainability and CSR affect marketing professionals' identity, job wellbeing and satisfaction rather than making number-based analysis. The qualitative nature of this research helps in tackling a complex subject with the help of detailed information gathered from a smaller sample size.

This study is conducted by using both deductive and inductive analysis approaches. Deductive analysis is built on the existing framework and combined with theory whereas inductive reasoning and evidence is derived from the data and context. The primary data collection process was conducted through a set of semi-structured interviews, which incorporate both open-ended and theory-based questions. The rationale behind selecting a casual setting wherein the conversational topics may wonder is predicated upon the premise that such an environment creates reciprocal communication between the interviewer and the interviewee. Moreover, semi-structured interviews are an effective method of gaining insight to the experiences of the participants (Harrell & Bradley 2009)

The group of interviewees for this research consisted of 6 marketing professionals working form fashion companies that operate in Finland. A set of emails was sent to potential interviewees that I had reviewed beforehand. The employing brands of the interviewees are all Nordic. To ensure variety in the responses, the interviewees work in different organizations. This demographic was chosen due to the convenience of accessibility of these brands and the interviewing process.

The personal information of the interviewees and the companies they work for will stay anonymous due to the personal nature of the subject of this research. Moreover, the answers will be closer to truthful when the identities of the interviewees stay unpublished. For these reasons, I will, from now on refer to the interviewees as persons A, B, C, D, E and F. Person A, D and E work for firms that are family-owned. Persons B and F are employed for bigger concerns operating in Finland and person C is a co-owner of a Finnish brand. The details and information concerning the brands will not be further discussed in this thesis since they are not at the core of the research. The job experience of the interviewees in the field of fashion marketing varied from 1-10 years. All the interviewees have impressive backgrounds in the field of fashion and could be described as hard-working and passionate professionals of marketing.

Person	Official job title	Experience in marketing (in years)
A	Marketing executive	6.5
B	Graphic designer	10
C	Art director	2+
D	IT-professional	1+
E	Social media-executive	2,5
F	Sales and marketing manager	6+

Table 1. List of interviewees

The interviews were conducted in Finnish since all the interviewees were Finnish and thus, expressing their feelings and ideas was easier with their mother language. The appendix 1 shows the set of initial interview questions both in Finnish and English. The list of 10 interview questions was built upon both the theoretical framework and the research questions. The questions were thematically divided, yet the division was not communicated to the interviewees to ensure that the structure of the interview would affect the answers as little as possible. The interviewees did get the chance to go through the questions and get acquainted with the relatively challenging topic beforehand. The aim of questions 1-5 was to find insight into the different work-related identities of the respondents, questions 6-10 focus on how the rising standards of sustainability and CSR show in the working lives of marketing professionals in the fashion industry. Moreover, the interview questions 5, 9 & 10

were constructed in a way that they also touch on the subject of job satisfaction and work wellbeing.

One of the interviewees wished to answer the interview via email due to their limited timely resources. Therefore, the data from this respondent was already in a form that could easily be coded and analysed. The rest of the interviews were conducted via Microsoft Teams and the duration of the interviews varied between 15 and 40 minutes. The interviews were recorded in their entirety and the relevant parts were transcribed to help with the process of coding and analysing the data. The automatic transcribing tool of Microsoft Teams helped with the process, yet the text had to be manually revisited and corrected. Moreover, the text had to be translated to English in order to provide textual data for the base of the analysis.

The method chosen to draw information from the data was qualitative content analysis. This method focuses on the subjects and themes discussed in the data. (Vuori 2023) Content analysis can be used to analyse both written texts and interviews and is good for large samples since the data is coded to categories based on the subjects, making reviewing the connections between these categories easier. A table introduced in appendix 2 was created to help in the process of coding and analyzing the textual data derived from the interviews. The coding of the data was guided by the research questions of this thesis and the core themes incorporated in them. The data was first divided into smaller units according to the core themes of the research and the units were tagged with keywords. Subsequently, the transcribed text was coded with the keywords to help with the process of finding correct information to support my results and discussion.

4 Results and findings

This section introduces the evidence gathered from the interviews of marketing professionals working in various Finnish fashion firms. The evidence is divided into three categories based on the research questions: 1: Marketing, sustainability, and CSR, 2: Identity and 3: Work satisfaction and wellbeing. Firstly, the marketing sector in fashion industry and how the trend of sustainability and CSR plays a role in its operations is presented to gain evidence on if the trend affects marketing professionals working in the industry. Next, the questions concerning identities of the marketing professionals and the effects of the rising standards of sustainability and CSR are inspected and the evidence gathered is presented. Lastly, the evidence of work satisfaction and work wellbeing being affected by the rising standards of sustainability and CSR is presented, reflecting to the responses of the interviewees.

During the interviews, it quickly became clear that most of the marketing professionals had very similar feelings and opinions about the subject of sustainability and CSR affecting their job. All the 6 interviewees had relatively similar values and thoughts concerning their jobs in the field of fashion marketing even though they had different occupational and educational backgrounds. The most variation in the responses of the interviewees could be seen in the perceived amount of sustainability affecting the identities and roles of their professional life.

4.1 Fashion marketing and the rising standards of sustainability and CSR

The interview questions 6-10 touch on the central topic of this research: How the rising standards of sustainability and CSR show in the working lives of marketing professionals in the fashion industry. The interviewees described how the trend of sustainability in business and the rising standards of CSR affect their job from their own perspectives. The themes that continuously were brought up in the interviews included the rising awareness of the customers, the topic of greenwashing, the complexity of marketing communications, and the added workload. The interviewees noted that the trend of sustainability and rising standards have, in fact, affected their job. This is mostly due to the high expectations of the stakeholders.

” Specifically, the consumers nowadays are much more aware when it comes to sustainability, and it has also created that little pressure for us to be careful to be able to stand behind everything” – Person C

” You can tell that people are more and more aware of domesticity and sustainability. And people do appreciate it, and generally people understand quite well the reasons why the price of a product is composed in a certain way. It may not be the cheapest because there we have invested in domesticity, quality, and longevity.” -Person E

The interviewees noted that the raising awareness of the important stakeholders does add to the workload of marketing professionals since planning takes time and executing the new marketing strategies may take up other resources such as money. Most of the interviewees agreed that the changes in company operations and the precision that planning marketing communications needs nowadays does affect their role in the organization, by adding to the workload. Person B noted that marketing communications with the customers need to be carefully planned and executed whereas Person F mentioned that people working in the field of fashion marketing need to be interested and overall educated in these things. Adding to this, they stated that staying educated on the sustainability matters calls for actively searching for information, reading, and participating.

” There are many things that have become harder due to this change. There are all sorts of investigations and things to fill out and certificates.” -Person A

” It does create additional work and additional costs.” -Person C

However, the interviews had coherent remarks on the positivity of the raising awareness despite it creating more workload. The interviewees did note that it is a good thing that the stakeholders are aware of the sustainability factors and that it motivates and pushes companies to continuously develop to keep up with the rising standards of sustainability and CSR. Person D saw the change as a positive thing and mentioned that it feels good to see that also consumers are starting to question and think about sustainability matters more and more. Person F added that the rising standards give the companies a chance to learn and grow. The answer of person A highlights the positive aspects of this change as well:

“It is positive that also the customers are able to raise questions and, as I said, challenge us.” -Person A

Most of the interviewees agreed that the sustainability aspects of business are more and more communicated to the public. Person C mentioned that consumers nowadays want more transparency from the companies in terms of communicating about their sustainability actions. The interviewees also mentioned that communicating about the green actions of the company can be quite tricky and needs careful inspection due to the customers being very sustainably aware nowadays. As said before, the interviewees highlighted the importance of careful planning and educating themselves on these matters before communicating about them to the stakeholders. Moreover, Person E noted that since the concept of sustainability and responsibility is such a wide field that needs to be covered, it is also important to have a sense of compassion towards oneself. Sometimes there are no prior examples of how to operate in certain situations and the marketing professionals will have to find the best way of operating through trial and error.

Customers being sustainably aware and demanding transparency in terms of CSR communications can, according to the interviewees, cause the need for inspecting how something is expressed. Two things that were mentioned often were the need to have attention for details and clarity of the messages the marketing section sends. Person D mentioned that customers can sometimes ingest the message in a wrong way or not believe the things that are mentioned in brand communications. Person A added that nowadays consumers tend to easier claim something as greenwashing, for instance, in situations that a company does not own a certain certificate. Moreover, some of the interviewees mentioned that they strive to plan the marketing communications so that the stakeholders cannot mistake the efforts of the company on informing the consumers about their sustainability initiatives and actions as greenwashing. This is conveyed in the answers of informants A and B:

” Customers can challenge the companies but on the other hand they do not necessarily understand the fact that a brand not having a certain certificate does not directly mean that the brand is unsustainable” -Person A

” It is no longer possible to communicate about things, for example to customers, in the same way without giving an impression of greenwashing. However, of course, we want to communicate in a certain way to inform that we are also constantly promoting our operations” – Person B

4.2 The identities of marketing professionals

The interview questions 1-5 strive to gain insight on the professional identities, organisational identities, and person identities of the marketing professionals. In terms of identity and how the rising standards of sustainability and CSR may affect it, there seemed to be more variance amongst the opinions of the interviewees. However, even though the backgrounds and identities of the interviewees varied in moderation, the feelings on the effects of the rising standards of sustainability and CSR on the identities of theirs were overall quite similar.

One of the main findings from the interviews was the fact that the interviewees found it difficult to differentiate between their person, professional and organisational identities. Many of the respondent felt that all their identities are connected or that they feel like the professional identities of theirs do not specifically activate during the time they work.

“My person identity and professional identity get mixed so strongly with each other, that it may even be a bit hard to recognize and distinguish from each other.” -Person C

” My experience is that my identity does not change a lot when i enter the workplace. I basically operate with the same principles and there is no need to necessarily switch into a so-called work mode” -Person D

The professional roles of the interviewees seemed to be easier to describe than the actual concept of identity. The interviewees roles were different, and the areas of responsibility varied a lot depending on the size of the company and the strategy of the company. However, All the roles included communicating with the customers, informing the stakeholders about company matters and planning how to create new content that appeals to the customers and other important stakeholders. The main difference between marketing professionals occupied to smaller businesses and the ones working for bigger corporations was that they may oversee executing the whole marketing process, without any help of company guidelines. Smaller firms did mention the pressure that comes from limited resources and the need to always develop further. However, in smaller firms, some things are easier to execute due to the lack of the already mentioned guidelines that are usually a part of bigger companies:

” Even though the basic things are in good condition there can be some pressure to, when these standards keep rising, strive and develop more and more. This is purely a positive thing, but still, it does create addition pressure”-Person D

” For example, if certificates are acquired, the process requires auditing and training as well as informing everyone on the matter if the company was bigger. It does make everything easier that we have both been to the meetings and we both do auditing so there is no need for further internal communication or trainings”-Person C

The interviewees working for bigger firms mentioned that they follow the guidelines of the organizations they for. These organizations both have clear strategies and access to previous results as well as offer the marketing professionals an access to important and relevant information that helps in the development work. The interviewees working for bigger firms did not mention the pressure aspect in terms of sustainability development work, which may be due to the support of the bigger organization. However, Person B and F did both agree to their role and area of responsibility constantly changing due to this change in the fashion industry:

“The sustainability matters touch on every role and working assignment, which inevitably shows in all actions in some way.” -Person F

The other distinguishing factor among the interviewees was the fact that some of them mentioned sustainability to be one of their own core values or the core value of the company that they work for. Person A mentioned having worked mostly for green organizations and therefore considering aspects of sustainability in all their professional actions. Subsequently, Person A, Person D and Person E all work for firms that are built upon green values and are fundamentally family owned. The interviewees were asked if their professional roles or identities have changed due to the rising standards of sustainability and CSR. The interviewees that either perceive sustainability as a core value of their professional identity or work for firms that are built upon green values mentioned that there has been no need for big changes since the concepts have already been a big part of their job, as can be seen in the comment of Person D.

*” We have, for sure, had these things thought out and, in our opinion, we are in a good place with these things, but I have noticed that we could emphasize that more”
-Person D*

Adding to this, all the interviewees as well as the companies they work for seemed to be very aware of the fast pace of change in the industry. Moreover, all of the interviewees mentioned the feeling of pride for working in a company that does their best in terms of sustainability. The marketing professionals seemed to be in terms with the fact that their job includes constant developing and planning. Person B mentioned that, for marketing professionals, the area of work and the professional roles are constantly changing due to the emergence of media and digital world. Multiple interviewees mentioned that this occupation calls for fast-paced reactivity and adaptivity.

” Well, I believe that marketing is, right now, changing at a fast cycle. As an example, there can be a thing that works in marketing right now but, in half a year the same thing may not apply at all. Everything changes much faster and one must be very aware of what is happening. Moreover, social media starts to be a central marketing channel and that world keeps changing all the time, so you have to be in the loop of everything” -Person C

As mentioned in the chapter 4.2, one of the main things that the interviewees had in common in terms of their professional identities, was the concept of meaningfulness. Subsequently, all the interviewees valued being able to express themselves in their working life as well as bring their own competence and knowledge to their working life and the organisation that they are a part of. To demonstrate, Person A mentioned that sustainability aspects have always been present in their working life and they feel that they have succeeded in bringing their own know-how to a new company. This brings the employee feelings of professional competence and meaningfulness of the job. The interviewees also mentioned that the rising standards of sustainability and the development work and changes that this causes in organizations does add to the feeling of doing something meaningful.

” You want your work to feel meaningful—to me, it is a big part of my own identity and I have always worked amongst sustainability and things such as recycled materials and all types of ecology-related stuff. So, sustainability is a big part of my job and how I look at the marketing job right now.” -Person A

The aspect of social identity shows in the way these marketing professionals evaluate their working group and, to some extent, compare their company to others. Things that the marketing professionals considered important in their working group was good communication and openness as well as an environment where expressing themselves is easy. Moreover, there were multiple remarks on the want to relate to the values and the operations of the employing firm. The interviewees were asked about the ways the rising standards of sustainability and CSR have affected their professional identity, which is a social identity related to their working life, and the answers showed that the marketing professionals are also highly interested in other groups and how they are implementing sustainability and CSR in their operations:

"I personally also follow the actions of other companies with interest." -Person C

"My own awareness has grown when these things have come to attention, which has made me appreciate it more as well as made me notice these things more in other companies." -Person D

The interviewees mostly perceived the concept of organizational identity as something that connects their professional identity with the guidelines and values of the organization as well as takes the other individuals of the group into consideration. The marketing professionals mentioned aspects of internal and external CSR, such as good communication within the firm as well as transparency towards the customers and thus creating a good customer experience, to be important.

4.3 Job wellbeing and satisfaction and the influence of rising standards of sustainability and CSR

The interview questions 5, 9& 10 considered job satisfaction and work wellbeing. The questions focused on how the person identity as well as the rising standards of sustainability and CSR affect the level of job satisfaction and wellbeing. The central themes that were coherently mentioned when estimating the job satisfaction of the interviewees were the meaningfulness of the job, the need to express their own selves and the want to do their job well.

Most interviewees mentioned that their perception of the meaningfulness of the job is one of the main motivations to perform well in their professional role. Some of the interviewees perceived the rising standards of sustainability and CSR to have strong positive effects on their job satisfaction and, subsequently, on their job wellbeing. This was mostly due to the added feeling of meaningfulness to their job. Person C highlighted that inverting in things that one perceives as meaningful and significant comes quite naturally. This seemed to be a common opinion amongst the other interviewees as well.

” For me, it is important that one feels their work is meaningful, and to be able to justify to oneself why one does this or why one sells something new, considering that there are already so many products in this world.” -Person A

Subsequently, the answers indicated that the marketing professionals did not see the high expectations of consumers in terms of sustainability as something negative but more as a motivator to do better. To illustrate, Person F sees that the rising standards of sustainability and CSR have no negative effects on job satisfaction if there is enough time and willingness to learn on the subject. Furthermore, Person F feels that gaining more information on sustainability matters brings more certainty in one’s capabilities and therefore contributes to work satisfaction.

The marketing professionals had different educational and occupational backgrounds, yet the value of being able to use their own creativity and voice in their work was something they all had in common. When the interviewees were asked to describe the values that are important to them in their working life, continuous remarks of the importance of being able to express themselves were made. The connection between job satisfaction and the feeling of freedom in terms of doing creative work was mentioned in multiple interviews.

” For me, it is important to have the freedom in what I am doing. I want to have the creative freedom to do my work in the way I want and to be able to determine my working times and largely define the scope of my work” -Person C

” For me, it has always been important that everyone is treated equally, and that one can express oneself using one’s own means.” -Person D

The interviewees also mentioned they want to do their job as well as possible. The workplace atmosphere of the interviewees often contributed to this, since many of the interviewees had the feeling that they are inherently motivated to do their job well and take part in

sustainability initiatives and not just pressured by their organization. The interviewees were asked to describe their professional identity and the answers were often connected to passion and the want to perform well in their profession. To demonstrate, Person C concurs that their professional identity is simply based on doing things out of pure passion and enthusiasm and Person B described themselves as a marketing professional who wants to do their job well. To add, Person F mentioned that one of the main things they appreciate in their work is the opportunity to find a lot of information as well as good possibilities to learn and develop. Overall, the interviewees had similar traits such as ambition and the want to constantly develop.

In terms of the perceived job wellbeing of the interviewees made multiple remarks on the connection between wellbeing and the sense of pride that stems from executing sustainability initiatives and incorporating those things to marketing successfully. Moreover, the interviews continuously showed the link between job satisfaction and job wellbeing. The interviewees also mentioned that the company sharing similar values with the interviewee adds to their wellbeing since having a differing set of values compared to the ones of the firms, could lead to feelings of conflict.

The interviewees did unanimously agree that the level of job satisfaction correlates to their job wellbeing. When the marketing professionals were asked questions related to job satisfaction and work wellbeing, the answers often included both concepts. Moreover, the interviewees saw work wellbeing as something that can be affected in the long term and job satisfaction more as a short-term feeling. The answers indicated that the interviewees felt that if they were dissatisfied with their job for a longer period, their work wellbeing would suffer as well:

” Of course, if one is not satisfied to their work or, for example the values do not align, it affects work satisfaction and in the long term, wellbeing. Since we spend 8h a day working, it is important that everything clicks as much as possible so that it is enjoyable to work and thus feel well.” -Person B

The interviewees mentioned that the feeling of pride towards their organization as well as personal occupation adds to the feeling of wellbeing. The interviews had multiple mentions of increased wellbeing from working in organizations that strive to incorporate sustainability initiatives in their operations. Moreover, a common opinion amongst the

interviewees was that it is important to, at least to some extent, relate to the values of the organization they work for.

All the interviewees worked under firms that have incorporated sustainability to their actions to some extent. Persons A, D and E are employed to firms that were built upon sustainable values and sustainability is at the core of their strategy. Especially the marketing professionals working for these firms that consider sustainability first in all decisions perceived the rising standards of sustainability and CSR as something that has a positive effect on their work wellbeing.

“In my opinion, the change is purely positive at least in our case, since we have started with these values and can now be proud that when the standards rise, we are already filling the standards” -Person D

The interviewees were also asked: “In what way and to what extent do you perceive your personal identity to affect your work satisfaction? And what about work wellbeing?”. The interviewees agreed to their personal identities having an influence on the perceived job satisfaction and work wellbeing levels. Many of the marketing professionals stated that their professional identity is strongly linked to their personal identity and that it is somewhat hard to differentiate between the two. They also noted the importance of doing work that fits to one’s personal identity as well as core values.

“Certainly, what you are outside of working hours, you bring with you to your work and actions as well” -Person E

“For me, it is important to be able to believe and trust in values. So, if I would not believe in the values of, for example, a company or they would not align with my own values, I believe that it would also reflect negatively in work satisfaction. Luckily, I am not in that kind of situation” -Person F

5 Discussion

This bachelor's thesis investigated the effects that the rising standards of sustainability and CSR have on marketing professionals. More specifically, the scope concerned mainly the mental aspects of their work, such as work-related identities and roles as well as work satisfaction and wellbeing. The purpose of this study was to find out the extent to which the sustainability aspects affect the individuals that oversee advertising and brand communications with the stakeholders.

This chapter is divided into three sections according to the three research questions. First, the two sub-questions that limit the scope of this research are answered with the help of previous research as well as the data collected from the research. The first sub-question goes: *“Do marketing professionals feel the effects of the raising standards of sustainability and CSR in terms of their own perceived professional role and identity?”*. and the chapter 5.2 answers to the sub-question: *“How has the trend of sustainability and responsibility affected the workplace wellbeing and job satisfaction of marketing professionals?”*. Lastly, the main research question: *“How do the rising standards of CSR and sustainability trend in business affect fashion marketing professionals?”*, will be answered, deriving points from the more specific sub-questions.

5.1 The effects of sustainability and responsibility on the perceived professional roles and identities of marketing professionals

This research indicated that even though theoretical information does find clear definitions for the various work-related identities of an individual, such as person identity and organizational identity and professional identity, these may be hard to differentiate in real life. The interviewees continuously mentioned for their person identities and social identities to somewhat overlap. However, considering all the various work-related identities was proven useful to gain a comprehensive view of the psychological views of the marketing employees in this context. Prior literature considering the different identities help in analyzing the answers as well as finding indirect meanings in answers related to the different identities of the individuals. According to the data derived from the interviews, the

individuals mostly made work-related decisions on the basis of their person identity along with the values that are central to them personally. Adding to this, some of the interviewees showcased a strong connection to the organization they work for since they have developed their professional identities while working in the specific organization. Professional and organizational identities often had a lot of similarities and the interviewees found it hard to differentiate between the two, especially in cases that these social identities have developed simultaneously.

The study of Ostermeier et al. (2023) mentioned that feelings of conflict may arise from the different guidelines that two of an individuals' identities may provide. The interviewees agreed that if their personal and professional identities were not in line with the organization's values and guidelines, they would feel conflicted. Many of the interviewees also mentioned that if their personal needs and values were not met in their occupying organization, they would most likely leave the company. However, none of the interviewees felt that their professional and personal identities differed from their organizational identities in a noticeable way. Organizational identity was mostly described as taking the organizational guidelines and the working group into consideration, while still primarily acting upon their own values and professional goals. Therefore, in this context, marketing professionals can be expected to be mostly happy with their organizational atmospheres as well as the tasks that belong to their organizational role.

The depersonalization phenomenon mentioned in the research of Hogg et al. (2000) does not necessarily correlate with the data gained from the interviews. To demonstrate, the respondents perceived their person identities and professional identities as things that affect their actions and feelings towards their job very strongly whereas the organizational identity of the interviewees was often seen as something that connects the professional identity of the individual with the guidelines and values of the organization. Moreover, the interviewees experienced that their organizational identity is in interplay with the working group. Overall, the answers indicated, that even though the organizational atmosphere does have some effects on the behavior of the individuals, they primarily act upon their personal core values. Therefore, the phenomenon of depersonalization of self, which can cause the individuals to consider their group identity more relevant to their personal characteristics (Hogg et al. 2006), did not seem to be something that applied to the interviewees.

The interviewees agreed to their professional roles and identities to changing as a result of the whole industry changing. The answers indicated that the standards of sustainability and responsibility had notable effects on the person identities of the fashion marketing professionals in the form of becoming more aware and thinking about those things more regularly. The effects can be seen in the professional identity as well, these two identities having an influence on each other. Individuals working in fashion marketing positions must continuously update their knowledge on subjects that may have effects on marketing strategies. The interviewees perceived that added knowledge on this subject continues to develop both their personal and professional identities. Moreover, the study of Bennet (2011) states that a professional identity is formed through training, such as education or organizational trainings, and working atmosphere. Therefore, the amount of perceived change being in connection with both, the personal backgrounds of the marketing professionals as well as the operations and values of the organization makes sense.

Existing literature states that professional identity is relatively difficult to change. According to the study of Chen et al. (2021) adopting new work practices that would not fit with the identity of an employee is often avoided. Thus, it can be concluded that individuals will more likely be motivated to take part in organizational development initiatives when their professional identity holds sustainability in high value. For some of the interviewees, the values of sustainability and responsibility have already been a core subject in their professional life, and therefore they did not perceive the rising standards to affect their professional identity and role as much. That being said, all of the interviewees were interested in taking part in sustainability initiatives and saw, for instance, customers' growing awareness as purely a good thing. This indicates that the interviewees hold sustainability in relatively high value, explaining why all the interviewees, irrespective of the values of the companies they work for, expressed positive perspectives regarding the inevitable changes in their professional roles.

5.2 The effects of sustainability and responsibility on the work wellbeing and satisfaction of marketing professionals

Existing research on job satisfaction often highlights the connection between the concepts of job satisfaction and job wellbeing. As said, workplace wellbeing is a multifaceted

concept that builds upon various aspects that affect an individual's quality of life at work (Cvenkel 2020). As the study of Böckerman et al. (2020) already concluded, workplace satisfaction is one of the many different domains that workplace wellbeing is often built upon. To add, the study stated that, for instance, organizational values, contents of the job and meaningfulness are factors that can regulate the level of perceived job satisfaction of an individual. (Böckerman et al. 2020) The answers of the interviewees support this prior information, as these are things that were coherently mentioned in connection with job satisfaction. Moreover, the data obtained from the interviews suggests that changes in the level of perceived work wellbeing often stem from prolonged changes in the perceived job satisfaction.

The theory of self-determination lists autonomy, competence, and relatedness as the three psychological needs that all individuals have. The study of Busque-Carrier et al. (2022) stated that when all these needs are met, individuals will experience wellness. Furthermore, the study indicated that the values aligned with the tendency of individuals to strive for psychological growth predict higher levels of work satisfaction. The interviews supported this as most interviewees mentioned the inherent motivation to do their jobs as well as possible along with the need for having the chance to continuously develop. The atmosphere of the workplace as well as the things that organizations value contributed to this feeling. Of course, the interviewees had different backgrounds and a unique set of identities, which affects the feeling of fulfillment of the psychological needs.

The study of Gomez et al. (2017) suggests that organizational sustainability and CSR initiatives that benefit the employees are in connection with increased positive attitudes towards the organization, which contributes to both, the satisfaction and wellbeing of the employees. From the aspect of internal CSR and organizational identity, the interviewees mentioned that one of the main things they value in their working lives would be the ability to express themselves and have a working atmosphere where that is made possible. Reflecting to this information, it, can be argued that organizational atmosphere that incorporates internal CSR in their operations has a positive correlation to job wellbeing and employee engagement. Moreover, organizational environment has the power to enhance overall work wellbeing, raise levels of motivation, productivity as well as job satisfaction.

Alignment with the values and culture of the organizational group is an important mediator of both job satisfaction as well as work wellbeing. The answers of the interviewees indicated

that the rising standards of sustainability and CSR were seen as a positive thing in terms of motivation by adding to the meaningfulness of the job. Moreover, the interviewees underlined that noticing that the whole organization strives to do better adds to the feeling of doing something meaningful, which adds to motivation to take part in sustainability initiatives as well as adds to the feeling of work satisfaction. Even though working in marketing positions in the field of marketing nowadays includes constant developing and planning, the interviewees seemed to be ready to invest in things that they perceived as important to them personally. Subsequently, the answers indicated that the marketing professionals did not see the high expectations of consumers in terms of sustainability as something negative but more as a motivator to do better.

Employees that are a part of a fair organization, which acknowledges the employees as well as invest in external CSR, have shown enhanced job satisfaction and psychological wellbeing in prior research (Chatzopolou et al. 2020). The data derived from the interview showed that a company sharing the same values the interviewees added to the psychological wellbeing since having a different set of values was perceived as something that could lead to feelings of conflict and, in the long term, decreased job wellbeing. These findings suggest that the feelings of marketing professionals towards adapting behaviour that follows the new standards of sustainability and CSR should be connected to the level of their job satisfaction as well as the attitude of the company they work for towards implementing CSR. This information portrays that organizational environment has the power to enhance overall work wellbeing, raise levels of motivation, productivity as well as job satisfaction.

5.3 The rising standards of sustainability and CSR and fashion marketing professionals

Overall, the common opinion amongst the interviewees was that the rising standards of sustainability and CSR have had effects on their job, and they will also continue to do so. The main reasons for this were the high expectations of the stakeholders, the whole industry changing and the innate motivation of the marketing employees wanting to feel like their job is meaningful. In terms of identity, the added awareness of the marketing professionals was the thing that has changed the most.

The interviewees agreed that consumers being more and more aware of sustainability and responsibility is mostly a positive thing since it pushes companies to constantly develop. The fact that the development work added to the mental pressure as well as workload was not seen as a problem. Moreover, the interviewees mentioned that the rising standards of sustainability and CSR do contribute to their workload, but that they see it as a part of the job, and do not feel that this causes dissatisfaction, maybe only short-term frustration. The precision needed in the planning of marketing strategies, creating sustainable marketing materials and careful B2C communications take up a notable amount of company resources. As a result of company-level changes and sustainability initiatives that require the effort of whole organizations, the roles of marketing professionals have also developed. One of the interviewees mentioned that having worked in the field for a longer time, their role has changed drastically due to the change from print media to social media. In fact, the interviewees mentioned that the industry is changing at a fast pace, and they predict, that the pace will not slow down soon. It was mentioned that, since social media is now the main marketing communications channel, reactivity along with flexibility have become crucial personality traits for a marketing professional.

The answers of the marketing professionals indicated that the rising standards of sustainability and CSR have affected the identities of the informants. However, the amount of experienced change did vary among individuals. Overall, the value of sustainability seems to already be widely internalized among fashion marketing professionals. Adding to this, the answers indicate that the interviewees are ultimately invested in the change towards more sustainable business and consumption. Otherwise, the attitudes towards taking part in sustainability initiatives would be much less positive.

Regardless of the backgrounds and values of an organization, almost all companies in the field of fashion have had to take part in development towards more sustainable and responsible operations. Internal CSR is one major domain that organizations need to invest in to keep the employees motivated in participating in the sustainability initiatives. The interviewees experienced pride and satisfaction from working for an organization that does their best in terms of sustainability and responsibility. Subsequently, the interviewees' saw investing in sustainability initiatives as something that adds to the meaningfulness of their job, which strengthens the positive correlation between this phenomenon and job satisfaction and wellbeing.

6 Conclusions

In this last chapter, the topic of the study as well as the results are discussed in a concise form. Firstly, the main findings of this research are summarized. Then, the practical implications along with reliability of the research are discussed. Lastly, the limitations and the contribution of this study to future research are introduced. This study has discussed the feelings of marketing professionals in terms of the rising standards of sustainability and responsibility as well as the changes that come with the new standards. The objective of this research was to bring evidence from individuals working in marketing positions in the field of marketing through qualitative analysis.

The findings of this research indicate that the rising standards of sustainability and CSR do and will continue to affect the professional life of fashion marketing professionals. However, the experienced effects on identities as well as job wellbeing and satisfaction varied among individuals. Consequently, identities, as a subject, were relatively hard to reflect on and differentiate between. However, the study succeeded in creating a comprehensive understanding of the psychological views of the individuals with the help of previous literature on identity, social identity, and professional roles. The interviewees seemed to be happy with their jobs and in terms with their identity and roles changing to fit the rising standards of sustainability and CSR. The marketing professionals were overall motivated to take part in development initiatives and modify their actions as well as overall marketing strategies to fit the new standards of sustainability. The dynamic nature of marketing as a profession may explain this as marketing professionals must keep themselves informed about prominent subjects such as sustainability and CSR in order to do their job successfully.

In terms of the rising standards of sustainability and CSR affecting job satisfaction and work wellbeing, the answers were mainly positive. The marketing professionals were inherently motivated to do their job well and develop, which explains them wanting to invest in things that add to the meaningfulness as well as the feeling of competence. Adding to this, organizational CSR initiatives that are directed at both the employees as well as external stakeholders are a significant addition to the motivations of individuals in taking part in the development towards more sustainable forms of marketing. Moreover, the feeling of

working in an organization that strives to do their best in terms of sustainability was seen to increase feelings of wellbeing in the working life of the marketing professionals. The added workload and pressure that the rising standards of sustainability and CSR cause, were not seen as something that ultimately would decrease the levels of work satisfaction and wellbeing.

6.1 Implications

The implications of this research for managers as well as the HR sections working in the fashion industry are substantial. This bachelor's thesis contributes to existing literature as well as practical situations in the business world. This study has provided extensive information about the feelings of fashion marketing professionals in terms of the effects of the rising standards of sustainability and CSR from the perspective of social psychology. By synthesizing the findings, it becomes evident that both identity factors as well as levels of job satisfaction and wellbeing are essential for understanding the broader implications of how the standards of sustainability and CSR affect the feelings and actions of individuals in their working life.

Existing research was interested in the managerial benefits that could be achieved with the help of information concerning identity, job satisfaction and work wellbeing. As demonstrated by the findings of this research, both the unique set of identities as well as the experienced level of job satisfaction and wellbeing have the power to affect an individual's motivation to take part in sustainability initiatives either positively or negatively. These insights could guide organizations in making informed decisions concerning their employees and shaping future strategies.

This study contributes to the existing literature on social psychology as well as the field of fashion marketing by expanding current perspectives. Moreover, the framework developed specifically for this research may serve as a foundation for deeper research in the topics of work wellbeing and satisfaction along with identity and fashion marketing.

6.2 Reliability of the research

This study was conducted as a qualitative study and the data collected was from interviews, where Finnish fashion marketing professionals were interviewed about the topic of this thesis. The will to interview individuals from different companies arose from the organizational influences possibly creating too similar answers. The interviewees being from different backgrounds and various organizations increases the reliability of this research.

The interviewees received the list of initial research questions along with the definitions of the central concepts discussed in the interviews beforehand. Therefore, each interviewee was familiar with the terms discussed in the interviews as well as the topic of this research, which resulted to thorough responses. This increases the reliability of the research, as the interviewees were able to give comprehensive insights on their feelings on the topic of this research. Adding to this, the interviewees had personal experience on the field of fashion marketing. The experience of the interviewees in the field of fashion marketing varied from 1 to 10 years. Therefore, they can be considered as reliable sources of information.

6.3 Limitations and Future research

Acknowledging the limitations of this study is crucial for understanding its scope. The sample size of this research is relatively small, and the interviewees chosen for this research are all Finnish. Furthermore, they work for Nordic companies. Employee attitudes towards sustainability may vary based on cultural backgrounds. By being able to interview people from a wider geographical area, the answers could provide more variety.

It is important to review subjectivity and bias. As an example, the interviewees answers may be influenced by their idea of what is socially desirable, meaning that they may give answers where they indicate that they value sustainability in their working life more than they do. As a result of this, the data collected may not fully reflect the fashion marketing employee's true feelings towards the rising standards of sustainability and CSR.

Admittedly, the dynamic nature of knowledge in the context of fashion marketing may affect the validity of this research since, in future, the standards of sustainability and CSR

will most likely be even higher. This may cause the information presented in this research to no longer being applicable in later times. Moving forward, researchers may consider potential improvements in terms of the sample size and cultural variety to overcome these, constraints and further define the understanding on this topic.

References

- Abrams, D. & Hogg, M.A. (1998) *Social identifications: A social psychology of intergroup relations and group processes*. Hoboken: Taylor & Francis.
- Akerlof, G.A & Kranton, R.E. (2010) *Identity economics: how identities shape our work, wages and well-being*. Princeton: Princeton University Press.
- Arshad, M., Quasim, N., Farooq, O. & Rice, J. (2022) Empowering leadership and employees' work engagement: a social identity theory perspective. *Management decision*, 60 (5), 1218-1236.
- Bennett, R. (2010) What makes a marketer? Development of 'marketing professional identity' among marketing graduates during early career experiences. *Journal of Marketing Management*, 27 (1), 8-27.
- Busque-Carrier, M., Ratelle, C.F., Le Corff, Y. (2022) Work values and Job Satisfaction: The Mediating Role of Basic Psychological Needs at Work. *Journal of career Development*, 49, 1386-1401.
- Böckerman, P. & Ilmakunnas, P: (2020) Working conditions, job satisfaction and productivity. Munich Personal RePEc Archive.
- Carmeli, A., Brammer, S., Gomes, E. & Tarba, S.Y. (2017) An organizational ethic of care and employee involvement in sustainability-related behaviors: A social identity perspective. *Journal of organizational behavior*, 38, 1380-1395
- Chatzopoulou, E., Manolopoulos, D. & Agapitou, V. (2022) Corporate social responsibility and employee outcomes: Interrelations of external and internal orientations with job satisfaction and organizational commitment. *Journal of business ethics*, 179 (3), 795-817.
- Chen, Y., Currie, G. & McGivern, G. (2022) The role of professional identity in HRM implementation: Evidence from a case study of job redesign. *Human resource management journal*, 32 (2), 283-298.

- Chen, Y., & Reay, T. (2021) Responding to imposed job redesign: the evolving dynamics of work and identity in restructuring professional identity. *Human relations*, 74 (10), 1541-1571.
- Cvenkel, N. (2020) *Well-being in the Workplace: Governance and Sustainability Insights to Promote Workplace Health*. Singapore: Springer Nature Singapore.
- Davis, J.L., Love, T.P. & Fares, P. (2019) Collective social Identity: Synthesizing Identity Theory and Social Identity Theory Using Digital Data. *Social psychology quarterly*, 82 (3), 254-273
- D'souza, C., Marjoribanks, T., Young, S., Sullivan, M.G., Nanere, M. & John, J.J. (2019) Environmental management systems: an alternative marketing strategy for sustainability. *Journal of strategic marketing*, 27 (5), 417-434
- Fontanier, F., Kolk, A. & Pinkse, J. (2011) Harmonization in CSR reporting: MNEs and Global CSR Standards. *Management international review*, 51 (5), 665-696.
- Golob, U., Burghausen, M., Kernstock, J. & Davies, M. A. P. (2022) Brand management and sustainability: Exploring potential for the transformative power of brands. *The journal of brand management*, 29 (6). 513-519.
- Harrell, M.C. & Bradley, M.A (2009) *Data Collection Methods: Semi-structured Interviews and Focus Groups*. Policy File.
- Hogg, M. A. & Reid, S.A. (2006) Social Identity, Self-Categorization, and the Communication of Group Norms. *Communication theory*, 16(1), 7-30.
- Hogg, M.A. & Terry, D. I. (2000) Social identity and self-categorization processes in organizational contexts. *The Academy of Management review*, 25(1), 121-140.
- Kim, M., Kim, J. (2021) Corporate social responsibility, employee engagement, well-being, and the task performance of frontline employees. *Management decision*, 59 (8), 2040-2056.
- Kim, A., Kim, Y. Han, K. (2019) A cross level investigation on the linkage between job satisfaction and voluntary workplace green behavior. *Journal of Business Ethics*, 159, 1199-1214.
- Lea-Greenwood, G. (2012) *Fashion Marketing Communications*. Newark: John Wiley & Sons

- Lim, W. M. (2017) Inside the sustainable consumption theoretical toolbox: critical concepts for sustainability, consumption and marketing. *Journal of business research*, 78, 69-80.
- Milanesi, M., Kyrdoda, Y. & Runfola, A. (2022) How do you depict sustainability? An analysis of images posted on Instagram by sustainable fashion companies. *Journal of global fashion marketing*, 13 (2), 101-115.
- Moore, J.E., Mascharenhas, A., Bain, J., Straus, S.E. (2017) Developing a comprehensive definition of sustainability. *Implementation science*, 12 (1), 110-110
- Ostermeier, K., Anzollitto, P., Cooper, D. & Hancock, J. (2023) When identities collide: organizational and professional identity conflict and employee outcomes. *Management decision*, 61 (9), 2493-2511.
- Peccei, R. (2004) Human resource management and the search for the happy workplace. Erasmus Research Institute of Management. 1-29.
- Shen, J. & Benson, J. (2016) When CSR is a social Norm: How socially responsible human resource management affects employee work behavior. *Journal of Management*, 42 (6), 1723-1746.
- Stets, J. E. Burke, P.J. (2000) Identity theory and social identity theory. *Social Psychology quarterly*, 63 (3), 224-237.
- Stets, J. E., Reichelmann, A.V. & Kiecolt, K.J. (2023) *Advancing Identity Theory Measurement, and Research*. 1. Edition. Cham: Springer International Publishing AG
- Tajfel, H. (1982) Social psychology of intergroup relations. *Annual review of psychology*, 33, 1-39.
- Turner, J.C. (1975) Social comparison and social identity: Some prospects for intergroup behaviour. *European journal of social psychology*, 5 (1), 5-34.
- Vatamanescu, E., Dabija, D., Gazzola, P., Cegarro-Navarro, J. & Buzzi, T. (2021) Before and after the outbreak of Covid-19: Linking fashion companies' corporate social responsibility approach to customers' demand for sustainable products. *Journal of cleaner production*, 321, 128945.
- Vuori, J. (2023) *Tapaustutkimus. Laadullisen tutkimuksen verkkokäsikirja*, Tampere: Yhteiskuntatieteellinen tietoaarkisto [www document] [Accessed: 12.11.2023] Available:

<https://www.fsd.tuni.fi/fi/palvelut/menetelmaopetus/kvali/tutkimusasetelma/tapaustutkimus/>

Wang, J., Fu, X., Wang, Y. & Wei, F. (2022) Driving hospitality frontline employees' boundary-spanning behaviors: A social exchange and role theory perspective. *Journal of quality assurance in hospitality & tourism*, 23 (2), 388-414.

Welbourne, T.M., Rolf, S. & Schlacter, S. (2017) The case for employee resource groups: A review and social identity theory-based research agenda. *Personnel review*, 46 (8), 1816-1834.

Welbourne, T.M. & Schlachter, S. (2019) Engagement Intent: Role theory perspectives for balancing individual and firm-level engagement outcomes. *Compensation & benefits review*, 51 (4), 173-195.

Wu, Y. & Li, E.Y. (2018) Marketing mix, customer value, and customer loyalty in social commerce. *Internet research*, 29 (1), 74-104.

Appendices

Appendix 1: The structure of the interview (Haastattelukysymykset)

1. Demografiset tiedot (Demographic information)

- Ikä (Age):
- Sukupuoli (Gender):
- Koulutus (Education):
- Virallinen työnimike (Official job title):
- Kuinka kauan olet työskennellyt markkinoinnin työtehtävissä? (How long have you worked in the marketing section?):

2. Pääosio (Main Section)

2.1 Identiteetti (Identity)

- Miten kuvailisit ammatillista identiteettiäsi? (How would you describe your professional identity?)
- Miten kuvailisit organisaatiollista identiteettiäsi? (How would you describe your organizational identity?)
- Minkälaiset arvot ovat sinulle tärkeitä työelämässä? (What values are important to you in your working life?)
- Minkälaiset arvot koet olevan tärkeitä organisaatiolle, jossa työskentelet? (What values do you perceive are important to the company you work for?)
- Millä tavoin ja missä määrin koet henkilökohtaisen identiteettisi vaikuttavan työtyytyväisyyteesi? Entä työhyvinvointiisi? (In what way and to what extent do you perceive your personal identity to affect your work satisfaction? And what about work wellbeing?)

2.2 Muotimarkkinointi, kestävä kehitys ja CSR (Fashion marketing, sustainability and CSR)

- Mitkä asiat ovat viime aikoina vaikuttaneet erityisesti työhösi muotimarkkinoinnin alalla? (What are the things that have, in particular, affected your job in the field of fashion marketing recently?)
- Onko kestävyystrendi ja yritysvastuun standardien nousu vaikuttanut ammatilliseen rooliisi jollain tavalla? Jos kyllä, millä tavoin? (Has the sustainability trend and the rising standards of CSR affected your professional role in some way? If yes, in what way?)
- Onko kestävyystrendi ja yritysvastuun standardien nousu vaikuttanut ammatilliseen identiteettiisi jollain tavalla? Jos kyllä, millä tavoin? (Has the sustainability trend and the rising standards of CSR affected your professional identity in some way? If yes, in what way?)
- Aiheuttavatko kestävyiden ja yritysvastuun korkeammat standardit positiivisia/negatiivisia vaikutuksia työtyytyväisyyteesi? Kuvaile vaikutuksia.(Do the rising standards of sustainability and CSR cause positive/negative effects on your work satisfaction? Describe the effects.)
- Aiheuttavatko kestävyiden ja yritysvastuun korkeammat standardit positiivisia/negatiivisia vaikutuksia työhyvinvointiisi? Kuvaile vaikutuksia. (Do the rising standards of sustainability and CSR cause positive/negative effects on your work wellbeing? Describe the effects)

3. Vapaa-osio (Free speech)

- Kysymyksiä & Mielipiteitä aiheesta? (Questions and opinions on the subject?)
- Palautetta? (Feedback?)

Appendix 2: The coding process of data gathered from the interviews.

	Description	Method	Result
Stage 1	Correcting the transcripts and removing unrelated material from the data.	Reading the transcripts and modifying the text manually.	Clear data related to the study.
Stage 2	Dividing the data into subjects with the help of my research questions	Dividing the data into three different sections central to my research questions	1: Sustainability and CSR 2: Job wellbeing & satisfaction 4: Identity
Stage 3	Dividing data into smaller units	Dividing data into more specific units based on the research questions	<ol style="list-style-type: none"> 1. Sustainability & CSR <ul style="list-style-type: none"> A: Sustainability B: CSR C: Marketing & Sustainability 2. Job satisfaction and wellbeing <ul style="list-style-type: none"> A: Satisfaction B: Wellbeing 3. Identity <ul style="list-style-type: none"> A: Social Identity B: Identity C: Professional Identity D: Organizational Identity E: Professional roles
Stage 4	Using keywords to code the data	Creating specific codes for the quotes and coding the data	1a: S 1b: CSR 1c: MS 2a: JS 2b: JW 3a: SI 3b: I 3c: PI 3d: OI 3e: PR

Appendix 3: The structure of the interview inquiry (In Finnish)

Tervehdys _____!

Olen Ruusa Eiserbeck, kolmannen vuoden kauppatieteiden opiskelija Lappeenrannan teknillisessä yliopistossa, pääaineenani kansainvälinen markkinointi. Olen yhteydessä sinuun yliopisto-opintojeni ja kandidaatintutkielmani vuoksi.

Haluaisin tiedustella kiinnostuksestasi osallistua rentoon haastatteluun keskustelemaan tutkielmani aiheesta:

”Kestävyiden ja yritysvastuun kasvavat vaatimukset muotimarkkinoinnin alalla: Miten tämä ilmiö vaikuttaa markkinointialan työntekijöihin?”

Tutkimukseni ei keskity niinkään yritystason kestävyteen ja yritysکوhtaiseen yhteiskuntavastuuseen vaan pyrkii selvittämään, kokevatko markkinointialan ammattilaiset kestävyiden kasvavien standardien vaikuttavan heidän henkilökohtaiseen ja ammatilliseen identiteettiinsä, työtyytyväisyyteensä sekä työhyvinvointiinsa. Olen vaikuttunut taustastasi ja saavutuksistasi markkinointialalla, ja uskon vahvasti asiantuntemuksesi olevan hyödyksi tutkimukselleni. Kaikki haastateltavat ja heidän edustamansa yritys pysyvät anonyymeinä, mutta jokaisesta vastaajasta on suuri apu työlleni. Arvostaisin suuresti, jos löydät aikaa vastaamaan muutamaaan kysymykseeni.

Kyseessä olisi rento haastattelu, jonka tavoitteena on saada näkemystä muotimarkkinoinnin työkuultuurista ja erityisesti markkinointitehtävissä työskentelevien yksilöiden tuntemuksista. Haastattelu on puolikonstruktoitu, eli kysymykset ovat etukäteen suunnitellut, mutta olen jättänyt runsaasti tilaa keskustelulle tutkimuksen aiheesta, sillä olen kiinnostunut juuri sinun kokemuksistasi ja näkemyksestäsi aihealueeseen.

Haastattelun ajankohta voidaan sopia aikataulujesi mukaisesti. Ehdottaisin viikkoa 47. Haastattelut olisivat minulle helpoin järjestää Microsoft Teamsin kautta, mutta olen myös avoin käyttämään muita kanavia. Oletettavasti aikataulusi on kiireinen, ja jos suulliselle haastattelulle ei meinaa löytyä aikaa, voin myös lähettää haastattelukysymykset sähköpostitse, eli kirjallisten vastausten antaminen on yksi vaihtoehto. Arvioitu haastatteluun kuluva aika on max. 30 minuuttia. Ilmoitathan, jos sinulta löytyy kiinnostusta sekä aikaa osallistua. Kiitän jo etukäteen.

Odotan innolla tapaamistamme ja uuden maailman markkinoinnin teemoista keskustelemista!

Ystävällisin terveisin,

Ruusa Eiserbeck

Opiskelija
LUT-Yliopisto
Puh. Nro: