

THE MEDIATING ROLE OF THE INNOVATION CLIMATE IN THE
RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND
ORGANIZATIONAL COMMITMENT:
SAMPLE OF A PUBLIC SPORT ORGANIZATION

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RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY
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SAMPLE OF A PUBLIC SPORT ORGANIZATION**

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ABSTRACT

**THE MEDIATING ROLE OF THE INNOVATION CLIMATE IN THE
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The aim of this research is to examine the mediating role of innovation climate on the relationship between corporate social responsibility and organizational commitment in a public sport organization in Turkey. In addition, the intermediary relationship of the sub-dimension of supporting innovation, preventing innovation, and providing resources between employees' corporate social responsibility and organizational commitment was examined. A questionnaire was applied to a sample of 486 randomly selected employees in a public sport organization in Turkey. The data collection tools used for this research were the Innovation Climate Scale developed by Scott and Bruce (1994), the Turkish adaptation of Sönmez et al. (2017), the Corporate Social Responsibility Scale developed by Türker (2008), the Organizational Commitment Scale developed by Meyer, Allen and Smith (1993) . After the relevant assignments were made, factor and reliability analysis were performed. Normality assumptions were checked before proceeding to the analyses. These assumptions were provided by comparing the statistical values of

Kolmogorov-Smirnov and Shapiro Wilk, respectively, skewness and kurtosis values, coefficient of variation and interpretation of the q-q plot graphs. By establishing the relevant regression model, one-way analysis of variance (ANOVA) was used to determine whether the mediator variable effect differs according to the years of service, and the differentiation according to gender was examined by the independent sample t test. The direction and effect of the relationship between corporate social responsibility, innovation climate and organizational commitment were examined by Pearson correlation analysis. A striking point as a result of the survey study is that the corporate social responsibility level of men is higher than that of female participants. According to both previous studies and the results of this research, when the innovation climate is examined one by one on corporate social responsibility and organizational commitment, it is seen that it has a positive effect. The success of the organizational development and change efforts aimed at the public sport organization requires an innovative climate. For this reason, studies should be carried out to create an innovation climate in public sport organization.

Keywords: Organizational Commitment, Innovation Climate, Corporate Social Responsibility, Sports Management

ÖZ

KURUMSAL SOSYAL SORUMLULUĞUN ÖRGÜTSEL BAĞLILIK İLE İLİŞKİSİNDE YENİLİK İKLİMİNİN ARACI ROLÜ BİR KAMU SPOR KURUMU ÖRNEĞİ

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Bu araştırmanın amacı, Türkiye'deki bir kamu spor kurumunda kurumsal sosyal sorumluluğun örgütsel bağlılık ile ilişkisinde yenilik ikliminin aracı rolünün etkisini incelemektir. Ek olarak, çalışanların kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında yeniliği destekleme, yeniliği engelleme, kaynak sağlama alt boyutunun aracılık ilişkisi incelenmiştir. Türkiye'deki bir kamu spor kurumunda rastgele seçilen çalışanlardan oluşan 486 kişiye uygulanmış bir örneklem ortaya koymak amacıyla anket uygulanmıştır. Bu araştırma için kullanılan veri toplama araçları, Scott ve Bruce (1994) tarafından geliştirilen Türkçe uyarlaması Sönmez ve ark., (2017) tarafından yapılan Yenilik İklim Ölçeği, Türker (2008) tarafından geliştirilen Kurumsal Sosyal Sorumluluk Ölçeği, Meyer, Allen ve Smith (1993) tarafından geliştirilen Örgütsel Bağlılık Ölçeği'dir. İlgili atamaların yapılması sonrasında faktör ve güvenilirlik analizleri yapılmıştır. Analizlere geçilmeden önce normallik varsayımları kontrol edilmiştir. Bu varsayımlar sırasıyla Kolmogorov-Smirnov ve Shapiro Wilk istatistik değerlerinin kıyaslanması, çarpıklık basıklık değerleri, değişim katsayısı ve q-q plot grafiklerinin yorumlanması ile sağlanmıştır.

İlgili regresyon modeli kurularak aracı deęişken etkisi hizmet yılına göre farklılaşıp farklılaşmadığını tek yönlü varyans analizi (ANOVA), cinsiyete göre farklılaşma durumu ise independent sample t test ile incelenmiştir. Kurumsal sosyal sorumluluk, yenilik iklimi ve örgütsel bağlılık arasındaki ilişkinin yönü ve etkisi Pearson korelasyon analizi ile incelenmiştir. Yapılan anket çalışması sonucu dikkati çeken bir nokta ise erkeklerin kurumsal sosyal sorumluluk düzeylerinin kadın katılımcılara göre daha yüksek olduğu görülmüştür. Hem daha önce yapılan çalışmalar hem de yapılan bu araştırmanın sonucuna göre yenilik iklimi, kurumsal sosyal sorumluluk ve örgütsel bağlılık üzerinde teker teker incelendiğinde pozitif yönde etki ettiği görülmekte, ayrıca çalışanların kurumsal sosyal sorumluluk faaliyetlerinde yer alması örgütsel bağlılık üzerindeki etkisinde anlamlı derecede arttırdığı görülmektedir. Kamu spor kurumunda amaçlanan örgütsel gelişim ve deęişim çabalarının başarıya ulaşması yenilikçi bir iklimi gerektirmektedir. Bu nedenle kamu spor kurumlarında yenilik iklimi oluşturmaya yönelik çalışmalar yapılmalıdır.

Anahtar Kelimeler: Örgütsel Bağlılık, Yenilik İklimi, Kurumsal Sosyal Sorumluluk, Spor Yönetimi

*This Thesis is dedicated to my parents,
My mother Hülya ERGUN for her endless love, support and encouragement and
for the memory of my father Eyyup ERGUN who is still proud of his daughter
somewhere in the sky.*

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LIST OF ABBREVIATIONS

CRS1	Corporate Social Responsibility 1
CRS2	Corporate Social Responsibility 2
CRS3	Corporate Social Responsibility 3
CRS4	Corporate Social Responsibility 4
CSR	Corporate Social Responsibility
DGYS	Directorate General of Youth and Sports
OCI	Organizational Culture Inventory
OCP	Organizational Culture Profile
TQM	Total Quality Management
TSA	Turkish Sports Association
TSI	Turkish Sport Institute
TTCA	Turkey Training Community Alliance
UN	United Nations
WBCSD	World Business Council for Sustainable Development

CHAPTER 1

INTRODUCTION

The requirements that emerged in the field of sports management in the face of the development of science and technology made it necessary for sports organizations to adopt a sports management approach that is human-centered, democratic, participatory, dynamic, open to development, cares about efficiency, and is based on quality in services and management. “Total Quality Management” (TQM), which allows organizations to organize their management understanding within the framework of contemporary approaches and has been in the management literature for a long time, is one of the important management understandings and practices in this context. The application of TQM in sports organizations emerges as a newer management model. TQM: It is based on the principles of acting as a whole from the bottom up to the top manager as an organization, ensuring that the employees participate in the management, making an effort to do the work right the first time, and making an effort to reach the goal by making improvements every day.

The characteristics of the organizations to which TQM will be applied are among the factors that are the subject of research in the literature. One of them is organizational climate, which is one of the important topics of this research. Sims and Lafollette (1975) emphasized the need to understanding the organizational climate in implement TQM, which has been at the center of organizational pursuits for a long time. Shadur (1995), on the other hand, states that the implementation of all kinds of programs and projects that increase organizational effectiveness requires understanding the organizational climate.

The concept of organizational climate is a research topic that has started to attract a lot of attention among organizational theorists, management scientists, behavioral

scientists, and practitioners since the 1960s. Ertekin (1977), who made a detailed analysis of this concept, defined the organizational climate as the set of practices and conditions prevalent throughout the organization, which gives the organization its identity, affects the behavior of the members, and is perceived by the members.

Organizational climate: The personality of the organization was defined by Hoy and Miskel (1982), the atmosphere created by the organizational culture by Varol (1989), and a concept that reflects the individual perceptions and satisfaction levels of the group members regarding the characteristics of the organizational structure by Cooke and Rousseau (1988). In addition, Altman (2000) defined organizational climate as employees' perceptions of their institutions, and Ay & Çelik (2003) defined organizational climate as organizational employees' perceptions of the organization and its activities, decisions, and processes.

Understanding the prevailing climate in an organization is an important step in examining and improving management processes and practices. The concept of organizational climate, which can be perceived by the majority of the employees in the organization and gives a certain identity to the organization, constitutes a very useful group of variables in explaining human behavior in the organization.

By understanding how the managers and employees in the organization perceive the climate in the organization in different dimensions, it is possible to obtain some ideas about what the internal managerial problems and achievements of the organizations might be. In general, all plans and projects, and especially plans and projects to improve the interest, commitment, and participation of employees in the organization, will be successful as long as the organizational climate is appropriate.

This research is important as it will enable and guide the understanding of the organizational climate to be successful in the implementation of TQM for organizational effectiveness in the Directorate General of Youth and Sports (DGYS) affiliated with the Public sport organization of the Turkish Republic.

1.1. Background of the Study

The current market environment with modern industrial organizations is characterized by intense global competition, rapid technological changes, and increasing conscious consumers. This creates pressure for organizations to constantly review themselves and their goals, as well as to organize their existing structures and processes to create new strategies, new products, and services. The existence of organizations in a competitive environment and their need for more effective use of organizational resources have led to the formation of an innovative organizational climate.

The innovation capacity of an organization is determined by many factors. These factors are related to the internal organization of that organization, which can be expressed as an internal factor in general, and its external relations environment. There is a consensus on the importance of external communication (the relationship between the organization and its environment) and internal communication (employees and their relations with their units) with organizational factors.

In the process of social change in Turkey, while service organizations related to technical and economic dimensions are getting stronger and growing, traditional service organizations that the state is responsible for running continue to exist. The role of the innovation climate, which is thought to be one of the determinants of corporate social responsibility and organizational commitment, in the central organization of the public sport organization, which is a traditional service organization and the directing institution that manages and directs sports in our country, were discussed and examined.

The starting point of this research, which examines the intermediary role of the innovation climate in the relationship between corporate social responsibility and organizational commitment, is the continuity of change today and the inevitability of management techniques such as total quality, lean management, and global management in the managerial field by organizations. All efforts within the scope of examining the human factor and the environmental changes affecting it in

organizations in the field of sports, making organizations more efficient, more successful, and beneficial to the society, will be in vain unless climate and culture studies are carried out first. The fact that the innovation climate issue has not been adequately examined and that it is handled for the first time in the innovation climate dimension in the public sport organization gives the research the feature of being original.

1.2. Purpose of the Study

The main purpose of the study is to determine the mediating role of the climate of innovation in the relationship between corporate social responsibility and organizational commitment to contribute to the provision of a more efficient and successful management approach by examining the human factor and the environmental changes affecting it in managerial organizations in the field of sports.

1.3. Limitations of the Study

Our research contains some limitations. This research is limited to the employees working in Ankara in the central organization. As target sample size a total of 600 employees of the organization were invited to take part in the study, among them, 322 male and 162 female in total 486 of them gave their consent to the study. 290 of the 486 questionnaires and a demographic form were applied face to face, 196 of them applied via online access, for the collection of quantitative data due to the COVID-19 pandemic. The information to be obtained is limited to the corporate social responsibility scale, organizational commitment scale, innovation climate scale, and personal information form. It is limited to the information obtained from the sources that could be reached in the public sports organization.

1.4. Hypotheses

The role of the climate of innovation, which is thought to be one of the determinants of the organizational commitment of corporate social responsibility, was examined in the public sports organization, which was a traditional service organization and

the governing institution that directs the sport in our country. In the field of sports, all efforts to examine the human factor and the environmental changes that affect it, the more productive the more successful, and the benefit for the society will be wasted, unless it is primarily for climate and cultural studies. The fact that the subject of innovation climate has not been adequately studied and the issue of this issue in the public sport organization for the first time in the perception dimension of participation of the employees brings the original feature to the research.

1.4.1. Model of Research and Hypotheses

The following model has been developed to examine the mediating effect of innovation climate between corporate social responsibility and organizational commitment.

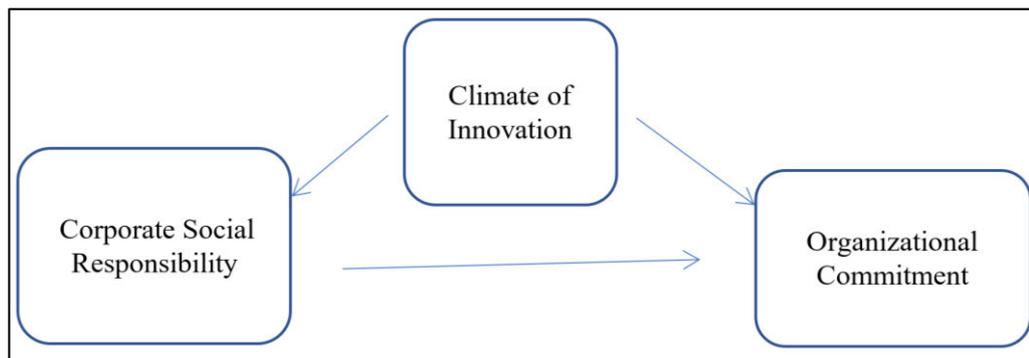


Figure 1. Model of research

Three different relationships are predicted in the model to determine the mediation effect. The first is the relationship between corporate social responsibility and organizational commitment; the second, the relationship between corporate social responsibility and innovation climate; the third is the relationship between the climate of innovation and organizational commitment. Many studies were conducted in the literature to emphasize the relationship between corporate social responsibility and organizational commitment. In addition, there are studies that emphasize the relationship between innovation climate and organizational commitment.

The following null hypotheses were tested:

H1. There is a statistically significant and positive relationship between the climate of innovation and the corporate social responsibility and organizational commitment of the employees of the the public sport organization.

H2. There is a statistically significant and positive relationship between the corporate social responsibility and organizational commitment of the public sport organization and the sub-dimension of supporting innovation.

H3. There is a statistically significant and negative relationship between the organizational social commitment and organizational commitment of the public sport organization employees.

H4. There is a statistically significant and positive relationship between the social responsibility and organizational commitment of the public sport organization employees and the sub-dimension of providing resources.

H5. Organizational commitment and corporate social responsibility of the public sport organization employees vary by gender.

H6. The public sport organization employees' organizational commitment and corporate social responsibilities are positively related to their working year.

H7. The corporate social responsibility levels of senior employees of the public sport organization are significantly different from those of non-seniors.

H8. The organizational commitment levels of the senior employees of the public sport organization are significantly different from the non-senior ones.

1.4.2. Research Design

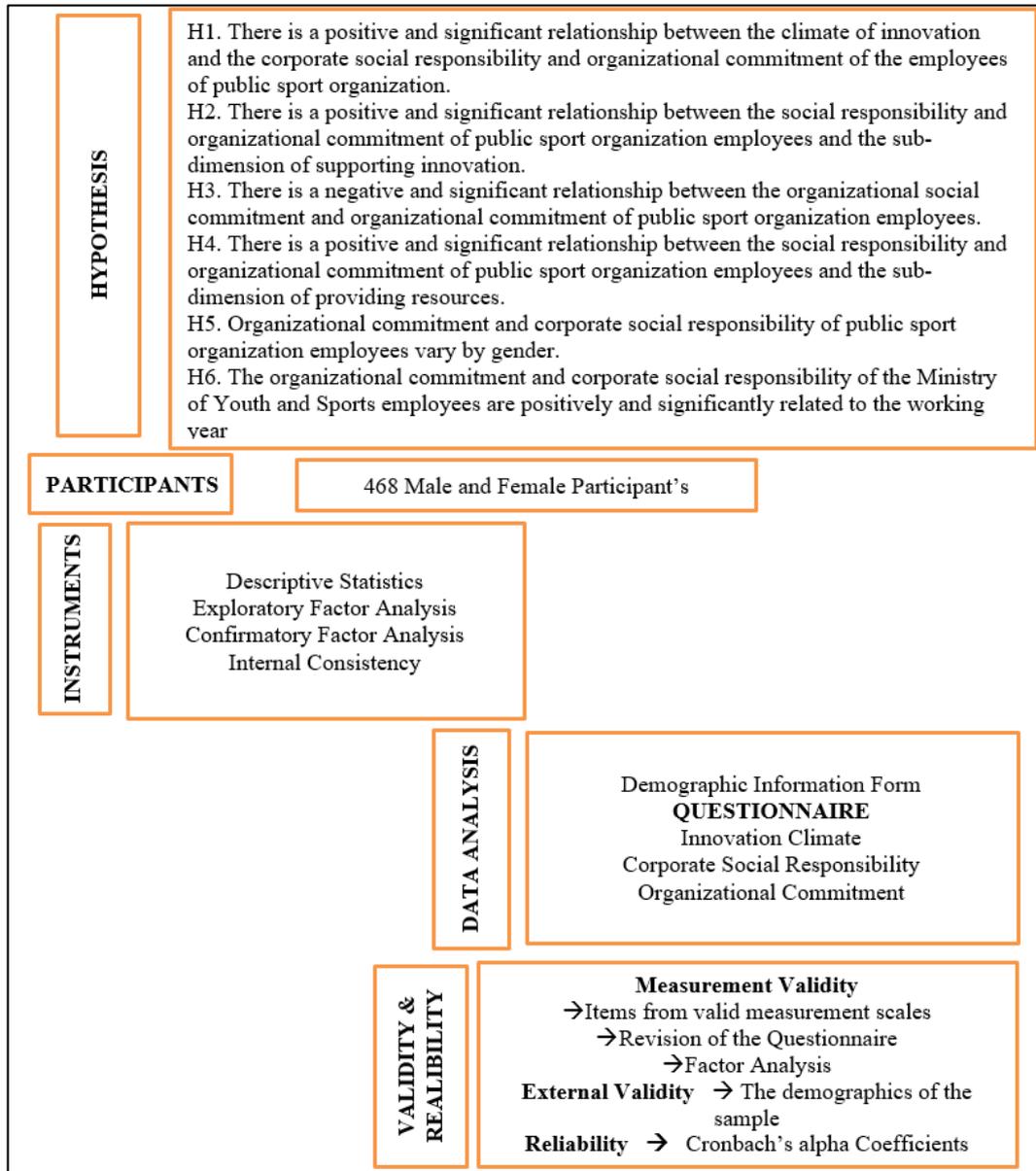


Figure 2. Design of the research

CHAPTER 2

LITERATURE REVIEW

2.1. History of Turkish Sport Organizations

In this section, the organizations that shape the Turkish sports community are discussed from a historical perspective and their roles in sports activities are mentioned.

“Sport is the most significant social phenomenon in creating a contemporary society” (Uyar, 2019). Sport has evolved with people's lifestyles. In primitive societies, it is a fact that people and children of all ages apply certain movements to body exercises and exercises, and they are forced to do so naturally. It has been understood that these movements, which have been taken for a long time without purpose, together with social and cultural development, provide conscious and specific values, and provide a value and quality to educate people's body and soul structures. With the development of civilization, the sport has helped to develop a spirit of living, fighting, and success. Sports cannot be thought of independently of the society itself, Moreover, it has a structure that changes, transforms, and changes with the society (Uyar, 2019).

Throughout the history of humanity, sports have developed intertwined with people's lives, and have served different purposes throughout its development. While life in primitive societies continued with defensive and offensive actions, these actions formed the first forms of sports on the one hand and helped people protect themselves and the society they lived in, on the other. The actions of people who learned to make and use vehicles in the development process of humanity have turned to transportation and transportation. Later, as some people learned to employ other people, they increased their own free time. As a social being, man has devoted

his spare time to several activities that are the products of his own creativity. These activities were mostly for entertainment purposes. The basis of today's sports organizations is based on these entertainments. Thus, at that time, sports were used as leisure activities for entertainment purposes. After long working hours, people have started to look for activities that will both rest and relax them (Birinci, 2018). Political and socio-economic processes have decided which of the sports, which are the competitor simulations of the basic movements in the struggle of man with nature, will be made. While the same processes turned individual leisure time into mass leisure, they also massified sports.

In the historical process, sports were made for the purpose of war in civilizations such as the Hittite and the Seljuk, after the middle of the Ottoman period, it was organized within the body of religious lodges and foundations, and then it was secularized as a part of the general education order with the westernization of the reformation, and new searches were started. At the end of the new administrative search, the three existing systems in the west were taken. These are clubs, leagues, and federations.

The sport, which was conducted for the purpose of war in the Hittite, Seljuk period, was organized within the religious monopolies and foundations after the middle of the Ottoman period and then secularized as a part of the general education order and entered new quests. After the new administrative quest, three systems existed in the west. The first of these; It is the organization formed by the people with common purpose Club “which is the current voluntary union. In these clubs, football has formed the dominant part of the sports branch.

In large areas, primarily foreigners’ football playing has attracted many curious people to these fields. The second form of organization is the clubs were competing in the “League”. Turkey's first football league, four foreign-suited embodiments, there were Moda, Elpis, Imogene, and Kadikoy clubs. Galatasaray in 1905 and Fenerbahce in 1908 joined in this structure, founded in 1903 with the name “Istanbul Football Association”. The third organizational structure taken by the Ottomans from the west is Federation that means the transfer of powers of a department to an

elective superintendent to manage the common affairs of the federated entities more effectively from a single source.

These organizational structures were born and developed in Europe and used by the Ottoman Empire. The organizational structure of the clubs, as in Europe, consists of the President, the Secretary General, and the General Captain. The managers of the clubs are also the athletes playing in the club. For example, seven of the nine managers of Galatasaray, five founders of Fenerbahce, five are active athletes.

The organizational structures, which were called club by the time of the 2nd Constitutional period, were simple partnership with no legal personality. After the proclamation of the 2nd Constitution, the lifting of the bans was also facilitated and on August 3, 1909, the Laws on Associations gave the sports clubs the legal personality of a free enterprise that does not require prior permission. October 7, 1983, and Law no. 2908 did not change the qualifications of sports clubs as private law legal entities.

The Istanbul Football Association (IFA) is a voluntary association established in 1903 to bring together the clubs established in Istanbul in an organized manner and compete according to the league procedure. In 1913, with a new arrangement, it was named as Istanbul Football League (IFL) and they reached the republic period as Friday and Sunday Leagues. Because of the rivalry between the two leagues, Turkish sports had a bad period due to organizational chaos. With the organizational arrangements made in 1920, the theoretical and intellectual foundations of the post-Republican sports management were laid (Fişek, 1980).

2.1.1. Turkey Training Community Alliance (TTCA)

Yusuf Ziya Öniş, one of the sports men been abroad to develop Turkish sports, he brought with him Swiss Sport Organization Regulations while came back from Switzerland in 1920. Yusuf Ziya, who worked with Ali Sami Yen, Burhan Felek, and Nasuhi Baydar, was the pioneer in the preparation of a twenty-one regulation.

As a result of this study, "Turkey Training Community Alliance" (TTCA) bringing together all the clubs under the name of the federation-type organization was realized. On 31 July 1922, a meeting was held, and Ali Sami Yen was appointed as the chairman. In 1923, TTCA commenced working. Thus, Turkey's first national sports management is not the only member of the club itself that has gained legitimacy as a true federal structure with private legal persons. TTCA's duties, to play sports and physical education in Turkey, making the administration of organized encounter, to promote, in all kinds of sports competitions to represent Turkey inside and out, it has been identified as enabling the delivery of sports facilities (Fişek, 1980).

2.1.2. Turkish Sports Association (TSA)

In the eighth and last congress of TSI, the name TSI has been changed into Turkish Sport Institute" (TSI) and organized in a new way in 18.2.1936. The basis of this understanding is that the concept of statism, which is the state policy, was applied in sports in those years. Thus, TSI, the Republican Public Party took the control of the leading process of the sport. However, an ambitious member of the political party interfered with the sports organization, but the two-year sport could only go to the party in every negative event spread to the party, therefore, the sport part was taken from the structure.

However, this time it was not released and reordered by the verdict. The TSI is organized to do three functions under the conditions of that period.

- To do physical education and sports, to spread the sport to the masses.
- To connect Turkish sports to a party from a single-center, to benefit from the potential of the party, to spread the sport organizationally. While the number of provinces organized at the provincial level was 22, in TTCA, this number was increased to 62. During the period of TSI.
- To provide the use of sports as a training tool to make the Turkish youth and citizens to be superior to agile and fighter.

2.1.3. Directorate General of Physical Education

TTCA to bring service to Turkish sports, to organize clubs systematically, to spread the sport throughout the country, and to increase the number of sports branches, such as TTCA then TSI, have not been successful in achieving these goals. The last resort considered was the idea of managing the sport with full statism. Thus, on July 16, 1938) Law No. 3530” and Directorate General of Youth and Sports (DGYS). “was established under the Prime Ministry. The reason why it was founded under the Prime Ministry was to be managed with the prestige of an office above the institutions.

The purpose of DGYS; to improve the physical and moral abilities of the citizen by national and revolutionary ways to teach them to know, to love, and to protect the country, to organize the games, gymnastics, and sports, and to provide the necessary structures. In the period between 1903 and 1938, the Law of Labor Law No. 3530 brought a different angle to the sports clubs, which caused the events to be forgotten because of the competition between them, by separating them from the top management and placing them at the bottom of the sports hierarchy.

In the period when the DGYS was carried out under the Prime Ministry, internal conflicts were reduced, and discipline was ensured with a central authority. At the provincial level, as in the old administration, the activities of the sports branches in the form of this organization were carried out by the agents. In the search for these inadequacies because of the inadequacy of the districts, subcontinent, and village Physical Education Departments in the law, as it was inadequate with the activities of DGYS; On 13 May 1960, the DGYS was re-attached to the Presidency. After a while, in line with the Central Government Research Project, it was attached to the Ministry of State for the first time in the 1963-1965 period and responsible for the sport that served in the 3. Inonu Government. When it was believed that an increasingly complex sport management structure should be managed by a specialized ministry, the Ministry of Youth and Sports was established in 1970 and the Ministry of National Education was re-affiliated to the Ministry of National Education in 1983.<A

2.1.4. Directorate General of Youth and Sports

The Directorate General of Youth and Sports is an institution with an added budget and legal personality. As explained in the previous chapters, the foundation of this organization was laid on July 14, 1922, with the establishment of 16 clubs to discipline the sport. TTCA who is the first president of the Ali Sami Yen Stadium, in the headship, Burhan Felek, and Ali Seyfi's his first Turkey "multisport sports organization" has taken important steps towards democracy in the sport. The state started to establish its weight in sports management and started with the establishment of the Turkish Sports Association in 1936, followed by the establishment of the Directorate General of Physical Education on 16 July 1938 with the law.

General Cemil Tahir Taner, a former soldier, was appointed as the head of the General Directorate. After this, Turkish Sport has become a State Organization affiliated to the Prime Ministry in accordance with the powers granted by this law numbered 3530. In 1942, Law no. 4235 amended the law of establishment. In 1960, it was re-attached to the Ministry of National Education. It was the first time that the sports affairs were dealt with at a separate ministerial level, and the Ministry of Youth and Sports was established on 3 November 1969. On 6 February 1970, the General Directorate was included in the scope of the mentioned Ministry. Thus, a new page was opened in Turkish Sports. Ismet Sezgin has been the first Youth and Sports Minister of the Republic of Turkey.

The new Constitution of November 7, 1982, concerning the development of sport, is one of the most important events in the sport. For the first time in the history of the Republic of Turkey with this article, "Sport" and "Sport" words into our Constitution came under the guarantee. The concept of Provision 59 is: The State shall take measures to improve the physical and mental health of Turkish citizens of all ages and shall encourage the dissemination of sports to the masses. The state protects the successful athlete.

Turkish sports took part in the National Education and Youth and Sports Ministry under the Decree-Law No. 179 on 14.12.1983. In 1986, the name of DGYS was changed to the Directorate General of Youth and Sports (DGYS).and Sports under Law No. 3289. In 1989, as a result of the Prime Ministry attaching to the Ministry of State, its name was changed into “Directorate General of Youth and Sports.”

In 1993, the regulation on the election of the presidents of the federation, including other sports branches, was enacted and the first elections were held in December 1993. Today, the autonomy of the federations continues.

The market societies formed by the completion of industrialization and urbanization and the masses seeking rights behind, and finally, the libertarian movements, which decided to see their own business, began to manifest themselves in almost all sectors. The reflection of these developments on the sports field has continued in its natural form and voluntary sport organizations have been established as a reflection of civil society movements. yet they cannot complete the development of voluntary sports organizations in Turkey that have gained the essential location for the spread and development of the sport.

2.1.5. Ministry of Youth and Sports

The establishment of the Ministry of Youth and Sports; Law No. 6223 dated 6/4/2011 based on the authority given to it, was decided by the Council of Ministers on 3/6/2011. Youth and Sports, whose organizational structure was changed with the Decree-Law "General Directorate General of Youth and Sports" included in Law No. 3289 of the Directorate. The phrase was changed to "Directorate General of Sports (<https://gsb.gov.tr/tarihce.html>).

The last change in the organizational structure of the Ministry of Youth and Sports was made with Presidential Decree No. With the decree published on July 10, 2018, the Sports organization took its final form. According to this;

Ministry of Youth and Sports Service Units

- Office of Press and Public Relations Counsellor
- Department of Support Services
- Directorate General of Youth Services
- Head of Internal Audit Unit
- Office of the Private Secretary
- Department of Guidance and Audit
- Directorate General of Sports Services
- Directorate General of International Organizations and Foreign Relations
- Department of Information Technologies
- Directorate General of Education, Research and Coordination
- Directorate General of Legal Services
- Directorate General of Credit and Dormitories
- Directorate General of Personnel
- Department of Social Relations and Communication
- Department of Strategy Development
- Directorate General of Investments and Businesses

Provincial Directorates of Youth and Sports and District service in the provincial organization of the Ministry of Youth and Sports. It has directorates to coordinate Youth, Sports, and Dormitory Services at the provincial level, Sports Services Directorate, Youth Services Directorate, and Dormitory Services Directorate can be established under the Provincial Directorates of Youth and Sports (Presidential Decree No. 1, 2018).

2.2. Organizational Culture

2.2.1. Culture

Morey and Luthans (1985) state that culture has been the result of a long-term process; expresses that cultural learning occurs with the transfer of values from one

generation to the next, and develops with additions, at the same time, by adapting to the adaptation of human beings, culture can adapt to changes.

Culture can be defined as the accumulated shared learning of a given group, covering behavioral, sentimental, and cognitive elements of the group members' total physical reaction (Schein, 2004). Mats Alvesson's 2 metaphors among 8 for describing the culture are a compass and social glue. It is like a compass as it gives you a sense of direction and guidelines Moreover it is like social glue because it is the culture itself that bounds us together and live in harmony in the same culture. (Ashkanasy et. al, 2011) Even "Culture is by and large invisible to individuals." (Schmitz A., 2012), it is the main factor that creates an available environment to make people feel belonging and as a piece of a whole. "Culture is a symbol of the rich system by which people in organizations constructs and apply meaning their work lives" (Macqueen, 2020).78

2.2.2. Organizational Culture

Organizational culture is a concept borrowed from the tradition of social anthropology. While social anthropologists consider culture as an integral part of a social structure and a function of all societies, the concept of culture in organizational culture studies, rather than being a unifying and regulating mechanism, shows a departure from being a social control tool created and managed by management.

Organization culture, or organizational culture, is an important concept for human behavior within the organization. Without such a concept, resistance to change or change cannot be understood. It is necessary to understand how the organization of all activities in the organization such as selection, education, socialization, design of reward systems, design of works, numerous definitions, and organization design, with a more general definition, affects the current functioning of the organizational culture.

Although organizational culture studies are not new, organizational culture studies have gained intensity in the 1980s and beyond. Some researchers extend the concept of organizational culture from the perspective of group culture to the studies of Elton Mayo and his friends on the human relations Hawthorne Studies and Chester Barnard's informal organizations and their work on nature, value, norms, and emotions.

Traditional theories of organizations can be classified as Classical and Neo-Classical theories. In these two theories, they argue that they ignore the relationship between the organization and the environment and see the organization as a closed system; What differentiates the classical and Neo-classical view is their point of view to man. The classic approach sees man as one of the other factors of production. This is the approach that considers the human as a machine that ignores the need for human emotions, thoughts, and social aspects. The neo-classical approach to man is the opposite. A human being is a social being and this aspect is productive as long as it is saturated in its working environment. Along with the Hawthorne research, which led to the development of neo-classical theory, an important step was taken towards the development of the concept of organizational culture.

Hawthorne studies first began with experiments examining the relationships between physical working conditions and productivity. Later, it was aimed to explain human behaviors and other organizational studies continued. The results were similar to the Hawthorne studies.

Contemporary organizational theories are “System” and “Contingency”, approaches. Contemporary theories, unlike traditional theories, do not agree with the idea that they will be the only and best for the organization, they see organizations as open systems that are in constant interaction with their environment. Both contemporary approaches give importance to the individual in the organization selecting the individual strategy, determine the structure and balance the effects of the environment on the organization.

The “values” and “norms” often mentioned in the definitions of culture can be summarized as follows: Sociological meaning; it is called the generalized fundamental moral principles or beliefs that reflect the common feelings, thoughts, aims, and interests of a social group or society, which are deemed to be true and necessary by most of their members to maintain and maintain their existence, unity, and functioning. While values tell what is important for members of the organization (freedom, democracy, loyalty, wealth, etc.), Norms show what kind of behaviors the members expect from each other. Norms guide people who work in many areas, from which emotions can be expressed in the workplace and how to wear them. In the most general sense, the norm is the rule. They are common rules that determine where, how, and to what extent relationships between normal people are conducted.

Robbins (1988), Harwey and Brown (1991), organizational culture, several administrative organizational practices (organizational structure, control systems, reward-punishment systems, etc.) can be explained by the analysis.

2.2.3. Levels of Organizational Culture

Since organizations have a unique culture like societies, there is an organizational culture that determines their fields of activity, shows their values, and goals, and determines their areas for organizational continuity. It cannot be said that this culture is not very different from the culture of society, and it may even show similarities with the society it is in and serves. Achieving change within the organization can only be possible with the changing of the organizational culture. According to Schein, the exchange of ideas with the members of the organization can form the basis of change. Organizational Culture has a complex structure (Schein, 2004) to be understood and implemented.

Organizational culture has different levels for Schein (1991)

Artifacts: These are visible organizational structures and processes. It can be easily pointed, hard to decipher, it has patterns. Among the basic principles that make up the organizational culture, there are furniture, clothes, terms used within the

organization, jokes made, language used, common attitudes, working styles and patterns, corporate logo, advertisements, and similar organizational features. These can be easily observed from the outside or seen as a distinguishing feature. These features of organizational culture may not always be understood. It has a relationship with the experience and functioning of the organization, and how the organization is formed. In some cases, employees can be directed by the management, if these changes are deemed necessary.

Values: These are the strategies, targets, main philosophies that lie down assumptions. and espoused justifications that drive us in a certain direction. These values include how the organization expresses itself, the values that the organization adopts and supports, and the behaviors it expects and implements. Therefore, the fact that the values of the organization and the values of the individuals are similar is one of the factors that will affect motivation and commitment.

Underlying Assumptions: The reason for these assumptions, which form the basis of organizational culture, is the behaviors that depend on beliefs and values that are too deep to be resolved. (Burkus, 2014) These assumptions can be defined as unconscious, habits, perceptions, thoughts, and feelings.

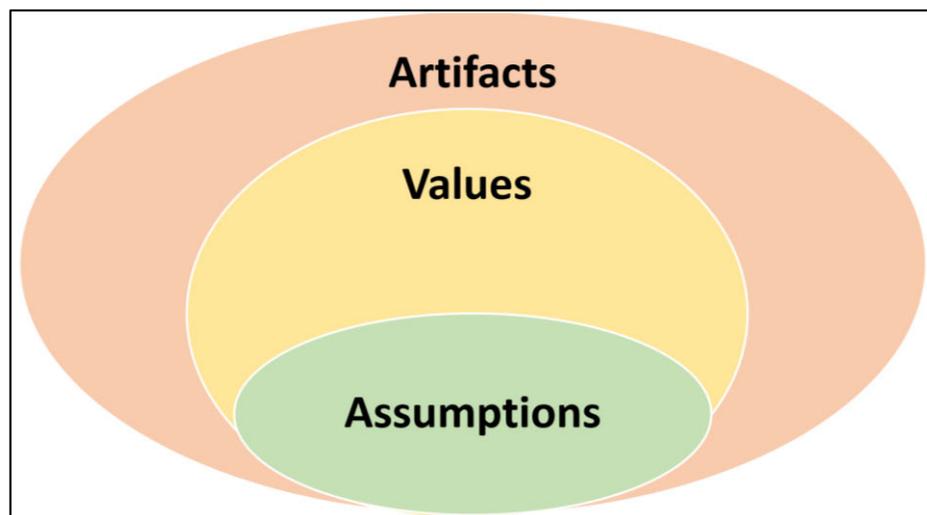


Figure 3. Organizational culture levels (Adapted from Schein, E. H. 1992)

Basic underlying assumptions are deeply embedded in the organizational culture and are experienced as overt and unconscious behavior. Assumptions are difficult to understand from the inside.

The following are the tools that make the organizational culture effective in working with individuals, spreading, and adopting the culture. (Bilgin-Demir, Uğurluoğlu & Ürek, 2017).

- **Ceremonies:** Activities organized within the organization to increase success, rewarding for those who achieve success (Ricketts C. & Ricketts J., 2011) activities that try to convey the organizational culture to the employees are within the scope of these ceremonies and ceremonies. Also, these activities are known as factors that increase employee loyalty in these activities where the sense of value and acceptance is reinforced.
- **Stories:** Transferring success stories that are supported and appreciated within the organization, sharing positive events that can create loyalty about the past of the organization with the employees contribute to the dissemination of the organizational culture.
- **Heroes:** The presence, support, and guidance of managers who serve the organization, and their behavior in accordance with the determined organizational rules have a positive effect on the members of the organization. The fact that innovative ideas emerge mostly from non-management individuals emphasizes the importance of the support of managers in directing development and change.
- **Symbols & Costumes:** Themes, logos, and symbols used by organizations are symbols that evoke the existence of organizations and distinguish them from other organizations. (Gürbüz, 2020) The dress code determined within the organization affects both the perceptions of people outside the organization and has a distinctive feature.
- **Language:** The jargon, organization-specific expressions, and jokes that organizations use within themselves also have an important place in ensuring the transfer and spread of culture (Brown, 1995)

2.2.4. Dimensions of Organizational Culture Profile (OCP)

Seven-dimension Organizational Culture Profile (OCP) is the framework that enables the vision to the other types of organizational culture. The OCP is an instrument initially developed by consultants Charles A. O'Reilly III, Jennifer Chatman, and David F. Caldwell to assess person-organization fit. In theory, there should be the same pattern of basic cultural assumptions and values between the employees and the company they work (Lumen Principles of Management, 2021).



Figure 4. Organization culture profile (This figure adapted from the study of O'Reilly, Chatman, & Caldwell, 1991)

- **Aggressive Culture:** It is easy to face with competitiveness and outperforming competitors in companies with aggressive culture. As a conclusion of this attitude, they may fall short in corporate social responsibility. The company has faced several antitrust lawsuits and disputes with competitors. In aggressive companies, people may use aggressive and competitive slogans and language.

- **Innovative Culture:** It is easy to adapt and flexible. It is open to new ideas with a flat hierarchy. Bosses are not in the traditional sense. As risk-taking is encouraged, they celebrate not only successes but also failures.
- **Detailed Oriented Culture:** Detail-oriented companies are all about meticulous attention to detail. These companies tend to be in customer-oriented industries. They may provide customers with completely the service they want to see, and also, they keep records on each guest's experiences, preferences, and expectations to utilize as a great service later.
- **Stable Culture:** Main elements of this culture is to be predicted easily, rule-oriented, and bureaucratic. Their target is to arrange, coordinate, and align individual efforts for the best levels of efficiency. These cultures may help the organization by providing stable and constant levels of output when the environment is stable and definite.
- **People Oriented Culture:** The basics of this culture are value fairness, supportiveness, and respect for individual rights. These organizations truly live the mantra that "people are their greatest asset." In addition to having fair procedures and management styles, they create an atmosphere where work is enjoyable, and employees feel relax and happy and they do not feel obliged to choose between work and other aspects of their lives. They focus on expectation of treating people with respect and dignity in these organizations.
- **Outcome Oriented Culture:** This type of companies more likely to emphasize achievement, results, and action as important values. To sell the products of the company effectively employees are trained and mentored regularly, and they can learn what they gain as a department daily. Outcome-oriented cultures hold employees as well as managers accountable for achievement and utilize systems that reward employee and group output. As a characteristic of these companies, rewards are given to tie to performance indicators as opposed to seniority or loyalty.
- **Team Oriented Culture:** Being collaborative and cooperation atmosphere among employees are emphasized in these organizations. Cross-training of employees can be preferred in this concept so that they can be capable of helping

each other when in need (https://saylordotorg.github.io/text_organizational-behavior-v1.1/s19-organizational-culture.html)

2.3. Organizational Climate

In the management literature, the concept of climate as organizational climate or organization climate was transferred from meteorological science to psychology and social sciences. This concept has been used in organizational theory and management literature since the 1960s. Organizational climate is a kind of atmosphere that can lead and alter and influence employees' attitudes which affect their achievement (Tuna, 2014). The concept of organizational climate can be understood much better with the guidance of theories or approaches that it refers to. These are Gestalt's psychology, Functionalism, Person-Environment Fit Model, and Lewinian Field Theory (Shintri & Bharamanaikar, 2017).

In this study, the organizational climate is defined as a concept that includes a group of attitudes, feelings, and behaviors and generally defines life in the organization. The degree to which an individual adopts, perceives, and accepts organizational goals affects the organizational environment. For this reason, the adoption of the aims and products by society and the individual is the first condition for a positive organizational climate. Organizational climate describes a series of internal features that distinguish an organization from other organizations and affect the behavior of those working in the organization.

In their study, Hemingway and Smith (1999) defined the organizational climate as a common perception of the employees regarding the organizational environment. In other words, the organizational climate is the personality of the organization or the feeling that the organization feels. Organizational climate can strengthen certain organizational outcomes or results, as well as delay the achievement of conclusions. Climate is only the superficial symptom of culture, and so climate research is not enough to reach deeper causal aspects of how organizations work. For climate change and norms, explanations are needed; this requirement arises from the need for deeper concepts such as culture.

Moran and Volkwein (1992) preferred to identify by pointing out certain features of the climate. It is a feature that separates the climate organization from similar ones and presents a significant continuity. According to Moran and Volkwein;

- Common perceptions of employees on issues such as autonomy, trust, harmony, support, appreciation, innovation, and justice,
- The interaction of employees with each other,
- Defining the environment in any case,
- The dominant norms and attitudes that depart from organizational culture,
- It is the framework that shapes and affects the behavior.

Pugh and Payne (1977) emphasize climate as a concept to be considered. Because the climate is a decisive concept in predicting organizational performance. The success of employee participation factors (communication, teamwork, decision-making) depends on the content of the organizational form. Organizational climate is an important key to organizational form. Employee participation factors cannot be successful if they do not comply with climate leadership and special participation requirements. Contemporary management practices include TQM, system management, organizational climate.

Cotton et al. (1988) reported that many participation programs were unsuccessful because they were not eligible for participation program status. Therefore, it is necessary to work to optimize organizational climate and organizational strategy practices. It is an important condition for managers to know the effect of organizational climate on employee participation to make the practices related to organizational climate appropriate. Organizational climate can be defined as the elements perceived by employees and influencing their attitude and behavior within the organization. Distribution of power at hierarchical levels and between units, wage and promotion policies, structure and conditions of work, communication, and information system are the elements of climate. The objective realities of the organization and the individuals' perception of it constitute the organizational climate.

Wallach (1983) developed a method for the organizational climate and organizational culture in three dimensions (Organizational Culture Inventory OCI). This work of Wallach is based on the work of Litwin and Stringer (1968). Oliver and Anderson (1994), the three dimensions; they stated that the bureaucracy, support, and innovation were functioning by Wallach.

The main characteristics of organizational climate can be listed as follows (Sakalak, 2020):

- It has positive or negative effects on employees.
- It is an indicator of the motivation level of the employees.
- Organizational climate is under the influence of organizational structure.
- It is the perception of the working area.
- It is the reflection of the relationship between the employees and the organization.
- It includes measurable features.
- It is related to the characteristics of the working environment.
- It should be supportive and motivating.
- It is specific to its own organization.

2.4. The Concept and the importance of Organizational Commitment

Commitment is the willingness to give your time and energy to a job, activity, or something that you believe in as a definition (Cambridge, 2021).

The improvement of the commitment depends on the individual efforts for the thing that s/he has commitment. It requires patience, time, extra effort to create the commitment atmosphere.

Organizational commitment as a dictionary definition refers to the individual's psychological commitment to the organization (Heery and Noon, 2008). According to another definition, organizational commitment is the degree to which the employee wishes to define the entity to which he is a member and his goals and to maintain his current position in the organization (Robbins, 2003). The concept of

organizational commitment is defined as the relative strength and necessity of the goals and values of the individual (Bogler and Somech, 2004). According to Grusky, organizational commitment is the power of the individual's relationship with the organization (Grusky, 1966).

The concept of organizational commitment is also closely related to job satisfaction and organizational identification. Job satisfaction can be expressed as an emotional and emotional commitment related to the work of employees, and organizational identification can be expressed as the cognitive and/or emotional association of employees with their organizations. The essence of the individual-organization relationship is discussed within the scope of organizational identification, and the analysis of the individual-organization relationship as form/form is discussed under the title of organizational commitment (Cheney and Tompkins, 1987).

However, it can be said that there is a common deficiency in the framework of the consensus of the biggest problem in which the organizational scientists make different definitions to express the organizational commitment. Thus, it can be said that the definitions with different contents related to the concept are based on an attitude or behavioral basis about organizational commitment.

Organizational commitment and loyalty are important factors for the sustainability of institutions. However, loyalty is about serving the organization without expecting anything in return. They do not mean the same thing as commitment in this context. Employees working in institutions with high loyalty to the institution may work more selflessly, while those working in institutions with low loyalty may not be willing to work with the same dedication. However, organizational commitment is a motivating factor in the employee (Kılıçaslan, 2010). Organizational commitment can be explained as a psychological bound between employees and the organization, making it difficult for employees to quit their companies easily (Akkoca, 2019).

2.4.1. Organizational Commitment Approaches

Organizational commitment is classified into three groups as behavioral, attitudinal, and normative approaches. According to the behavioral approach, the commitment of individuals is related to material and economic returns. The attitudinal approach expresses the commitment and loyalty of individuals towards their organizations as emotional attachment. The normative approach, on the other hand, argues that organizational commitment arises out of conscientious and moral responsibility (Zengin, 2020).

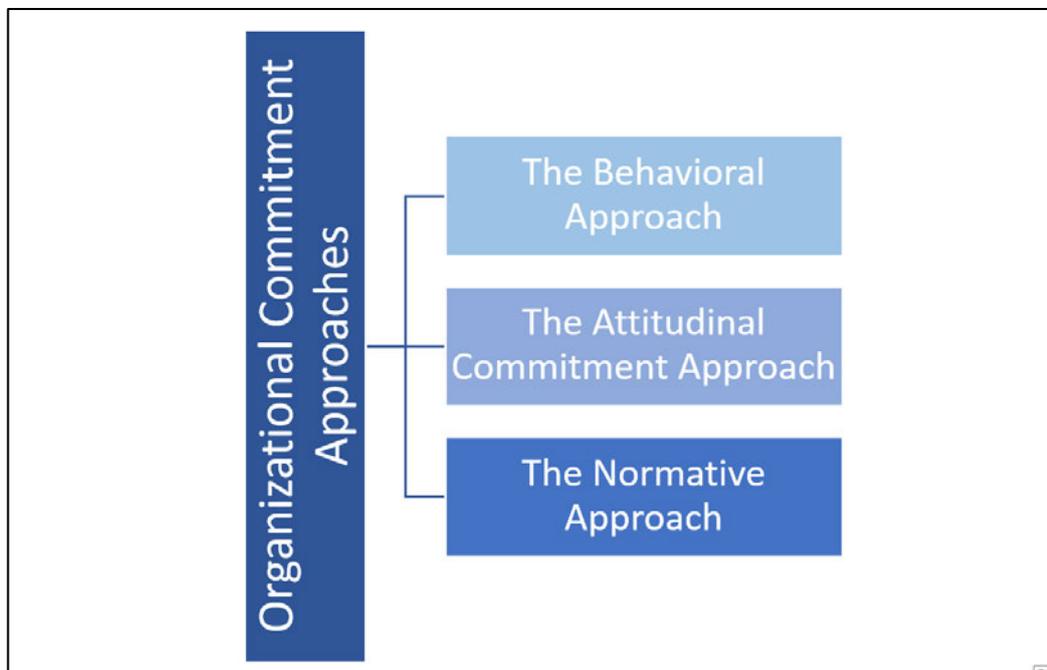


Figure 5. Organizational commitment approaches

The Behavioral Approach: The approaches to the behavioral commitment that we see frequently in the work areas of social psychologists are based on their field of study. According to this approach, the employee performs or tends to act in accordance with the interests, goals, and objectives of the institution in order to continue his current job. (Zengin, 2020)

In the Side Betting theory: developed by Becker, the employee makes investments in the organization on his own behalf and tends to acquire them as gains. Therefore,

the employee does not have an emotional attachment to the institution he works for but turns the continuance addiction into behavior for fear of losing his gains. The only thing that matters for the employee is his own interests, and he acts in full accordance with the interests of the organization in order not to lose his job in line with these interests. (Bağrıyanık, 2017)

In Salancik's Approach: if there is harmony between the attitude and behavior of the employee, his commitment to the organization increases, but the incompatibility may cause the employee to exhibit attitudes in the opposite direction. In this approach, it is argued that expected behaviors can be revealed to the extent that the ideas of the people working in an organization and the practices they do are compatible. (Gül, 2002)

The Attitudinal Commitment Approach: The goal in the attitudinal commitment approach is based on the balance of both individual and organizational goals. Organizational culture, management, and characteristics will determine the basis for which approach will be applied.

Attitudes are the only factor that makes behavior. From this point of view, in terms of the attitudinal approach, commitment is the emotional bond that an individual creates against the organization he/she works as a result of adopting the principles of an organization and being willing to achieve the organization's goal. Attitudinal commitment refers to the increase in the individual's desire to work as a result of overlapping the goals of the organization. This is one of the factors that can enable institutions to be successful in the targets they set. In this approach, the person works with a motivation to realize the goals of the organization by carefully preserving his presence in the institution. (Zengin, 2020)

Attitude commitment can generally be considered as an understanding of individuals' values and objectives, and the values and goals of their organizations. Behavioral commitment can be expressed as a process related to the problem of individuals being bound to a particular organization and how to solve this problem. Differences in attitudes and behavioral commitment can also be found in research

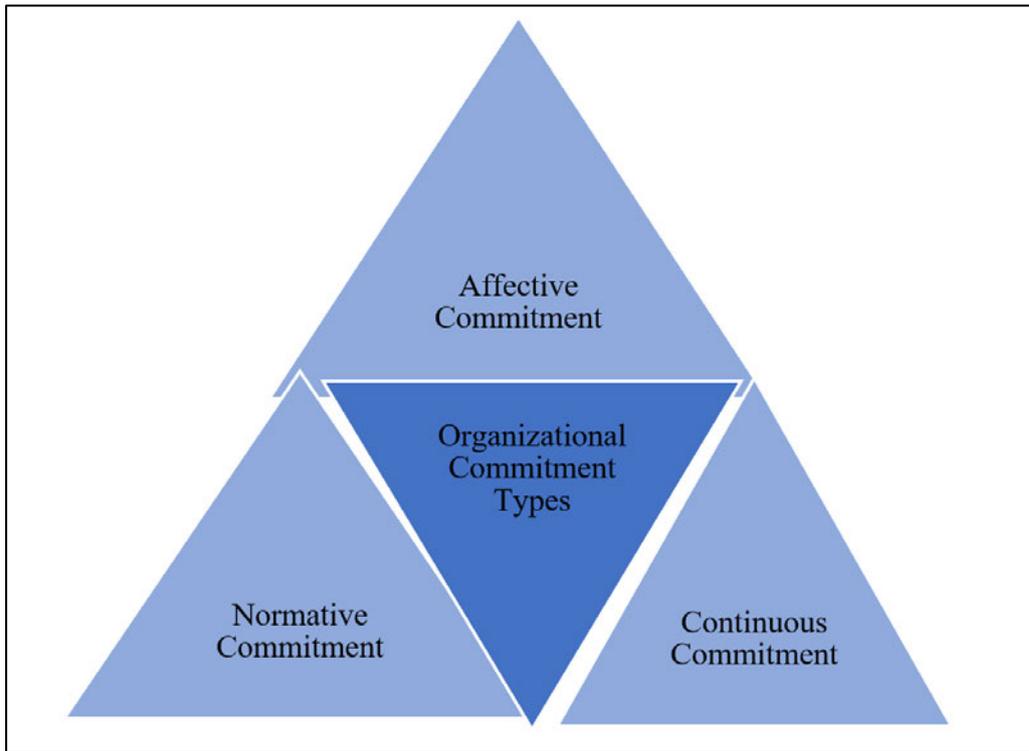
areas. Studies in the study of attitudinal commitment generally focus on identifying prerequisites that contribute to the development of loyalty and the behavioral consequences of attitudinal commitment. In the studies conducted on behavioral commitment, it has been tried to define the conditions that exhibited a certain behavior that was previously exhibited, which are likely to be repeated, and which may affect attitudes (Meyer & Allen, 1991).

The Normative Approach: Attitudes are the only factor that makes behavior happen. From this point of view, in terms of normative approach, commitment is the emotional bond that an individual creates against the organization he/she works as a result of adopting the principles of an organization and being willing to achieve the organization's goal. Normative approach refers to the increase in the individual's desire to work as a result of overlapping the goals of the organization. This is one of the factors that can enable institutions to be successful in the targets they set. In this approach, the person works with a motivation to realize the goals of the organization by carefully preserving his presence in the institution and employees are tied to their organizations with moral responsibility rather than taking care of their own interests. In this context, socialization in the organization is very effective. Employees rely on the necessity of staying with their colleagues and being loyal to their workplace (Gümüş, 2019).

2.5. Organizational Commitment Types

Allen and Meyer (1990) composed an analytic view that consists of three definable components for the organizational commitment. These are affective commitment, continuance commitment, and normative commitment.

Affective (Emotional) commitment employee's emotional attachment to the organization and the organization values. Continuance commitment defines employee's eagerness to keep on working in the same organization. Normative organization employee's sense of responsibility or obligation towards the organization.



*Figure 6.*Organizational commitment types

2.5.1. Affective (Emotional) Commitment

Affective Commitment is an individual's readiness to keep on with his/her work particularly as it is right for the employee's values and goals; as a result; inherently, that person gladly take part in achievement of such targets. Employee can work with high motivation with affective commitment, but it cannot prevent quitting the job if he/she is not satisfied with the job So in other words it will not affect the continuance commitment. On the other hand, poor affective commitment can cause negative perspectives to the organization. To have higher affective commitment there should be minimal gap between the individual's values and the organization values.

2.5.2. Continuous Commitment

Continuous Commitment refers to enforcement of an employee's eagerness to keep on serving a specific organization. It is directly related to the ow much s/He need to stay in the organization. There can be many reasons for the individual to stay such as inefficient job opportunities, economic standards, opportunities of the

organization even good relationships with colleagues (Erdođdu, 2019) If continuous commitment is satisfied the individual, s/he is unwilling to leave the organization. An individual feels the support and encouragement and positive approach from the organization, s/he tends to show higher continuous commitment to the organization.

2.5.3. Normative Commitment

Normative Commitment defines how much s/he should stay in the organization because s/he primarily gives importance to the other's pressure/s. Individual shows high normative commitment because of caring the result of the leaving. On conclusion, s/he wants to preserve her/his impression on colleagues so with this motivation they keep on working despite not being satisfied (Erdođdu, 2019). As normative commitment builds on a moral values and duties it can be easily distinguished from continuous commitment (Tařlıyan & Hırlak, 2014).

In the study, it was aimed to develop an appropriate scale to evaluate the organizational loyalty of the employees based on these three components and to investigate the relationship between the variables used in previous research and the relationship between these three components. Emotional commitment as the three components in the model is that the individual is willing to continue to work in the organization and consequently to establish an emotional connection with his organization; dynamic commitment to take into account the costs to be incurred in case of separation of the individual from the organization; normative commitment refers to the individual's view as an obligation to remain in the organization and, as a result, to establish a connection with his organization in line with his sense of responsibility (Allen and Meyer, 1990). Some commentators state that the individual will have organizational commitment only in the case of these three components, but according to some other authors, there may be an organizational commitment in the case of at least one of these components (Heery and Noon, 2008).

2.6. Factors Affecting Organizational Commitment

Corporate Commitment is too broad to be tied to a single main factor. The factors affecting Corporate Commitment can be summarized in general.

2.6.1. Personal (Demographic) Factors

It has been determined that there is a relationship between demographic characteristics and organizational commitment.

Different individual characteristics give different results on organizational commitment. For example, older individuals may have higher organizational commitment due to their limited opportunities to find new jobs or the values they hold. The concept of gender also differs because of the tendency to leave the organization due to organizational commitment or external duties, or due to family duties (Yalçın & İplik, 2005). It should not be overlooked that the educational level of the individual has a high tendency to increase expectations at the same rate.

2.6.2. Organizational (Operational) Factors

Organizational factors, on the other hand, include organizational culture, organizational justice, organizational reward, psychological contract, management, job expectations, the nature and importance of the job, the salary received, and personal characteristics (Ünlü, 2019). Meeting the expectations of the individual, determining the job identity, communication problems, advancement opportunities, subordinate Concepts such as parent relationship, equality and intra-organizational justice also play an active role in this field (Koçak, 2019).

2.6.3. External Factors

It is seen that the general situation of the sector, job opportunities, professionalism, unemployment level, the social and economic situation of the country are within the organizational, culture, corporate communication, and institutional structure (Dağdemir, 2008).

2.7. Innovation Climate

Innovation: It can be defined as a new idea or method, or the use of new ideas and methods (Cambridge, 2021).

Innovation let us to see from different perspectives. Since top managements can affect collective learning and innovation in an organization, it is necessary to plan the innovation-oriented changes that need to be implemented, to encourage innovation within the organization, and to demonstrate appropriate leadership to implement them in accordance with basic values. Most innovative ideas come from subgroups of the organization. Supporting, encouraging, validating, and implementing these valuable ideas will support collective learning and innovation in the organization (Yukl, 2018).

Leading the change is one of the issues that managers can find difficult. However, changes in organizations can be made under the guidance and direction of the senior management team. (Uzkurt, C. 2020).

In a 12-year study conducted on 36 different sports organizations in the National Sports Organization of Canada, mentioned that the change and change process is successful in a longer time than expected or targeted as accordance with the capacity of change, the appropriate time, and the climate that effects this innovation and transformation have vital role, in addition to the effects of leadership, internal and external factors as well as over this time. (Amis, Slack & Hinings, 2004).

In recent years, in the studies on organizations, especially psychologists and sociologists attach great importance to climate and its effects. It can be defined as the sum of employees' perceptions about the work environment of organizations that encourage risk-taking behavior, allocate adequate resources, and provide challenging working opportunities to use innovative working strategies (Kılıç, 2018). The innovation climate includes risk-taking, result-oriented, dominant, diligent, challenging, enterprising, and effective. The need for more effective use of organizational resources for organizations to exist in competitive markets has led to the development of the concept of an innovative organization.

A strong innovation climate can enable employees to act innovatively (Kılıç, 2018). The current market environment, where modern industrial organizations exist, is characterized by intense global competition, rapid technological changes, and increasing conscious consumers. This creates pressure for organizations to continually review themselves and their aims and to reorganize their existing structures and processes to create new strategies and new services. The fact that organizations exist in a competitive environment and require more effective use of organizational resources has led to the formation of innovative organizational climates.

The psychological and sociological structure of organizational life are the two main factors that make up the organizational climate. The main factors that affect the organizational climate positively or negatively in both directions, leadership, management and leadership styles, forms of motivation, communication methods, in-group dynamics relations and the basic structural features of the organization. Managers and leaders have a great influence on the formation of a positive or negative organizational climate (Korku, 2018). Therefore, innovation has an important place in the modern business world.

The innovation capacity of an organization is determined by many factors. These factors are associated with the organization's own internal organization and work environment. As well as past experiences. According to study that examine the process of change at the community sport level specific change practices maintain a perspective into the change process (Legg, 2015) On considering organizational factors, there is a high degree of consensus. This consensus is related to the importance of external communication (the relationship between the organization and its environment) and internal communication (relations with employees and employees).

According to Dunphy and Bryant (1996), there is a relationship between self-directed teams and innovators. Team employees are in communication with each other, they do not wait for the decision of the top authorities and this increases the speed of innovation by accelerating the decision-making mechanism. Similar results were found in the work of Nicholson, Rees and Brook-Rooney (1990), and the organizational climate was supported by developments in human resources.

In contrast to this general discourse in the literature of management, recent studies do not support the relationship between innovative climates and teamwork. For example, although Scott and Bruce (1994) found that the innovative climate positively correlated with individual innovations, they found no relationship between climate perceptions, such as the quality of change among team workers and the promotion of innovation. Similarly, Tannenbaum and Dupuree-Bruno (1994) found no relationship between innovative and supportive climate and innovative human resources practices. These studies: the relationship between employee participation, communication, team building processes, and participation in innovative cultures should be further clarified.

Innovative climate benefits from teamwork and communication in sharing decision-making. Because innovative climate includes creativity, a result-oriented and competitive environment. This requires effective and open communication. Innovative climates support teamwork and allow significant opportunities for employees. These possibilities are involved in decision-making mechanisms to make their work more effective.

2.8. Corporate Social Responsibility

CRS is not defined exactly in literature. Different definitions and theories have been developed in the historical process to define the ties and responsibilities of the organizations with the parties and the legislators that they have to establish a relationship within the economic activities. In the early 1930s, Theodore Kreps used the concept of social control for the first time in the social responsibility of organizations, and Peter Drucker, in his book published in 1942, emphasized the concept of responsibility and the protection of freedom by noting that organizations should give importance to social dimension as well as economic objectives.

In 1953, Howard Bowen mentions the concept of CSR in his book *The Social Responsibility of Businessman*, which is considered to be the beginning of the modern time literature on corporate social responsibility (CSR). According to Bowen, they are the obligations to be undertaken by the organizations to follow the desired policies in terms of the objectives and values of the society, to take appropriate decisions, or to

follow the related activities (Crane et al., 2008). Bowen refers to the community objectives and social agreement within the framework of a social agreement and refers to the moral values of the organization in society (Andriof, 2002). In his article published in 1960, Davis demonstrated the relationship between the organization's CSR and its power in society, and why do organizations know how to address their social responsibilities and what if they do not fulfill their obligations by examining the impact of CSR on the power of the organization in society and the need of organizations to take into account their social responsibilities in their decisions (Davis, 1960). To apply it in harmony CSR activities carried out by businesses should comply with social norms, values, and beliefs of that society should be respected (Çil-Koçyiğit & Gök, 2019).

In addition to these, there are various definitions in the literature on the concept of CSR. CSR, taking into account the economic, social, and environmental impacts of activities carried out by the British Parliament member Nigel Griffiths while maximizing the benefits of the organization and minimizing its losses; According to the World Business Council for Sustainable Development (WBCSD), on the large scale, the commitment of businesses to promote ethical behavior and economic development while improving the quality of life of people and society as well as the workforce; According to the European Union, organizations address social and environmental problems voluntarily in their activities and their relations with stakeholders; According to the ILO, it is defined as the voluntary initiatives undertaken by enterprises beyond their legal obligations (Hopkins, 2012). In the definition made by the European Commission, CSR is expressed as a concept that shows that businesses carry voluntary social and environmental concerns in their activities and interactions with stakeholders (İliç, 2010). CSR is a concept that expresses the ethical and responsible behaviors of all the stakeholders in both the internal and external environment and takes decisions in this direction (Aktan & Vural, 2007). It can be said that the meaning of the concept of social responsibility is the status of accountability when it is needed due to the work and duty charged on the subjects related to society (Yönet, 2005). CSR can be defined as the company's contribution to sustainable economic development, its commitment to improving the quality of life of its employees, their families, and the whole community. At this point, the main purpose of the main concepts that are defined as corporate social responsibility, sustainability, corporate citizenship, and corporate ethics is to prevent or

avoid practices that weaken the society directly or indirectly, harm the environment, or damage the climate of the society, affect the economy negatively, and harm employees or causes discouragement (Göçenoğlu, 2014).

In a study where CSR is addressed within a hierarchy of needs, an organization with a CSR is identified as an organization that meets all needs strongly and fulfills itself according to the hierarchy of needs. They are organizations that voluntarily contribute to the welfare of all stakeholders and are therefore in a coveted position (Tuzzolino & Armandi, 1981).

CSR aims to examine the role of enterprises or the business environment in society and to maximize the social outputs resulting from the activities carried out by enterprises. What is the role of enterprises in society? or what are the businesses for? In response to the question of Milton Friedman and the Shareholders' Paradigm, there is a shift to a CSR concept that now has responsibilities to other stakeholders, except for the shareholders. In this respect, it can be said that the present CSR paradigm covers the responsibilities towards the public together with the shareholders and accepts the enterprises as a part of the society, not separate from the society (Boeger, 2008).

Stakeholders on CSR are usually shareholders, employees, customers, creditors (especially lending banks), suppliers, trade unions, competitors, governments, local communities, and the public (Sims, 2003). However, there are many theories about CSR in the literature. The theories generally vary according to the stakeholders to which CSR is concerned or the social or moral values that they care about. In the long run, the adequacy of the contribution of the organizations to the welfare of the society and the relationship between the organization's shareholders and the organization - society are seen as two important factors in CSR (Paetzold, 2010). Authors such as Friedman, Sethi, Carroll, and Elkington have developed different theories in terms of these factors.

As mentioned above, Friedman considers CSR only as a means to increase the profitability of the enterprise and considers all social and environmental activities as compulsory work to be able to establish relations with the state and society.

For the development of CSR of the organizations, with the guidance of the management team and sub teams the effect of the leadership skills can be used to motivate employees (Hamid & Aisha, 2016).

2.8.1. Advantages of Corporate Social Responsibility

Corporate social responsibility is the collection of studies carried out by institutions for the welfare and benefit of the society in improving the areas that are lacking or in the areas that need to be developed. In the light of the studies mentioned above, the benefits of these studies can be listed as follows:

- Increases the awareness of the organization,
- The individual or units of the institution where the responsibility is carried out benefit from this situation.
- Creates or helps maintain organizational reputation,
- Provides organizational development,
- Provides benefits in related work and improves inter-organizational goodwill.
- Increases the perception of donation or provides donation increases.
- It can increase the commitment of the employees to the organization.
- It helps to increase the motivation of the employees in the organization.

2.8.2. Disadvantages of Corporate Social Responsibility

Corporate Social Responsibility programs are frequently preferred today for image renewal and making an impact. Despite many positive aspects, these initiatives and practices may also have some disadvantages. These are mentioned below.

- It can create a cost above the planned and desired costs of the organization.
- Execution of responsibility projects may lead to practices that require more procedures than necessary (Seyitoğulları, 2020).
- The organization may diverge in its own goals and objectives during the implementation period of social responsibility projects (Silsüpür, 2020).

- The lack of consistency between the program maintained by the organization and its own practices can affect the commitment of the employees.

2.8.3. Social Responsibility Fields of the Organizations

Apart from the services they offer or the area they serve, one of the main features that makes them different from other organizations is that they contribute to the benefit of society. The institution is obliged to fulfill its responsibilities to create these differences. Organizations have not only internal responsibilities but also external responsibilities that they have to full fill. These responsibilities are listed below.

Internal Responsibilities of Organizations

- **Responsibility Towards Employees:** The only resource that corporations are primarily responsible for in their social responsibility practices is their employees, that is, human resources, which are necessary for them to achieve their goals. Employees are the stakeholders most affected by the process of making and implementing social responsibility decisions that their institutions carry out to provide prestige and benefit to society (Kağnıcıoğlu, 2007). It is responsible to the employees in matters such as the development and improvement of the working conditions of the employees of the institutions and the observance of social rights and freedoms. Social responsibility is a situation that includes supporting the employees and the environment they affect, and the positive social, cultural, economic, and environmental development that will be invested in the society in general (Özgen, 2007).
- **Responsibility Towards Shareholders:** Shareholders are the person or persons, institutions or institutions that put material capital and invest in the institution (Güteryüz, 2019). They are concerned with the profit to be obtained by the institution and whether the institution achieves its goals, whether the determined targets are achieved or not. Corporations are responsible for achieving the goal with minimal input to shareholders.
- **Responsibility Towards Management:** Organizations are responsible for towards the managers, the issues that constitute the internal dynamics of the organization,

such as following a motivational human resources policy, creating an environment of awareness on ethical issues and social values, acting in accordance with current innovations, playing an active role in the internalization of the organization, adopting the aims of the institution, and providing an environment for their adoption.

External Responsibilities of the Organizations

- **Responsibility Towards Customers:** Organizations are also responsible for ethical values towards customers. Consumers and customers expect organizations to provide quality, reliable, quality, and timely service. In addition, one of the most important requests of consumers is to get products or services at affordable prices and guaranteed. Businesses are responsible for meeting consumers' expectations for quality products (Gülyüz, 2019). Institutions and businesses also have responsibilities not to mislead the consumer, to sell quality products and to inform the consumer correctly about the product.
- **Responsibility Towards Society:** While producing goods or producing services in the environment in which the Organization is located, it should think about the benefit of the society, observe the interests of the society, fulfill its obligations to the state, protect its environment, provide reliable service, sell safe products, treat its employees and the environment fairly, create new job opportunities in its field, and provide training. It can be counted among the expectations of the society to support the arts and to do useful works to expand the limited opportunities (Öztürk, 2010).
- **Responsibility Towards Competitors:** Organizations operating in the same or similar field have responsibilities such as not to engage in unfair competition, (Torlak, 2001) not to defame their competitors with inconsistent and unfounded cheating that may adversely affect them, not to enter into a fight under conditions that are not the same as their competitors, and not to leak secretly without their consent. Institutions should show respect for each other and attitudes that do not destroy moral ethics. This is among the duties of institutions as a social responsibility at the point of maintaining the sense of trust in the society (Karasakal, 2012).
- **Responsibility Towards State:** The operating activities of the institutions are regulated by the laws determined by the Deristate (Sağır, 2020). The most important duty of an institution against the government is to continue its activities within the

framework of the laws determined by it, to pay the determined taxes on time and in full, to help the government reduce the unemployment rate with the job opportunities they provide.

- **Responsibility Towards Nature & Environment:** Organizations are obliged to show responsiveness towards the environment, regardless of the field in which they operate, within the framework of adverse situations that occur due to our being an industrialization and consumption society (Aktan, 2007). They have to fulfill their responsibilities in areas such as the establishment of environmental cleanliness, prevention of environmental pollution, recycling, protection of cultural heritage, protection of resources, and protection from damage. They should avoid practices that may harm the environment or not carry out work that may cause this.
- **Responsibility Towards Democracy & Human Rights:** Organizations can make important contributions that can benefit the development of human rights and democracy. Institutions can begin the realization of this basic purpose internally with the democratic working environment and management system they provide to their employees. In an organizational atmosphere where my individual rights and freedoms are defended and supported by institutions, it will also benefit the employees to develop loyalty, this responsibility is one of the most important responsibilities expected from institutions. Activities for disabled individuals ensure that their rights and freedoms are brought to the agenda and implemented more broadly.
- **Responsibility Towards Stakeholders:** Institutions need suppliers to continue their activities (Torlak, 2001), this supply needs are at the core of the services offered by the institution. An ethical understanding prevails between the supplier and the institution (Vural & Coşkun, 2011). The institution also bears responsibility towards the suppliers, as well as other branches it is responsible for. However, the same responsibility belongs to the supplier. The supplier is also obliged to supply the necessary materials, services and products at the time of establishment, of good quality, away from unfair competition, respectful of legal frameworks. (Şen, M.2020)
- **Responsibility Towards Education & Culture:** While the organizations carry out their activities, they continue their social responsibility programs in the fields that benefit the society (Aktan, 2007). The society will expect the institutions to operate

in this field as well. Today, institutions fulfill their duties in situations where opportunities are limited, open to development but with limited capacity. Engaging in activities within the framework of social responsibility in the field of education and culture (Carroll, 1991) and making investments to develop these not only increase the prestige and recognition of institutions but also lead and provide benefits in the progress of society. Supporting cultural studies and studies and working with artists have an important place in terms of the institution and society. Increasing the literacy rate, encouraging people to learn and innovation, and providing trainings with sponsorship support also affect the provision of new job opportunities.



Figure 7. Internal and external responsibilities of the organization (Adapted from Aktan, C. C. 1999)

2.8.4. Study Fields of Corporate Social Responsibility

Within the CSR work areas, studies that increase the quality of life of individuals, including their basic needs such as education and health, and enable their development, can also take place on issues such as gender equality and poverty in to ensure social equality (Albayrak, 2020). It includes subjects such as human rights, animal rights, art, and artists, which can benefit social progress as well as support

individual development. It can take place in the lens of corporate social responsibility in other matters that may be beneficial for the benefit of the society and the individual, where development and support are needed.

2.9. Models of Social Responsibility

Organizations should continue their social responsibility activities to maintain their existence, to provide recognition, to protect their image, to maintain and advance the competitive balance, and to meet the expectations of the society (Peltekoğlu & Tozlu, 2017). Organizations can apply different social responsibility models because they have different cultures within themselves. While examined corporate social responsibility models, it seems they differ and change form over the years by adhering to certain issues. When these models are evaluated collectively, it can be said that their common purpose is to explain the place and effect of corporate social responsibility on society.

In Preston & Post's (1973) corporate social responsiveness model, organizations should make decisions by considering the attitudes of the society and the state in the problems they encounter. In this approach, it is argued that the organization should be responsive rather than responsible. The organization should be supported by the state, if it is supported by the state, it will be able to complete its processes faster.

According to Davis's (1973) corporate social responsibility model, the corporation is responsible for its activities against the society and for the actions to be taken for the benefit of the society. If the reasons for this can be gathered under four main headings, the first of them is; Institutions should be aware that they are responsible for the social environment and social problems. Secondly, there should be a communication between institutions and society in accordance with mutual ethical rules for social development. Third, it is responsible for making decisions by analyzing the results of its activities and its impact on society in the long and short term. Fourthly, for the feasibility and sustainability of the activities carried out by the enterprises, the expenses of these activities should be reflected in the product or service price. Fifth, institutions should be adequately equipped to solve social

problems and be aware of their responsibility towards society. He argues that organizations that do not work with this awareness will disappear over time and will not be sustainable.

Ackerman's (1976) corporate social responsiveness model, like Preston & Post's corporate social responsiveness model, emphasizes that there should be more responsiveness than responsibility. The model is supported by three elements; corporate social responsiveness completes its objective first as the political stage, second as the learning stage, and as the organizational commitment stage. The top level manager or managers of the organization identify the social problem or problems, at the other stage, the plans are planned in a way that is ready to implement, and finally, they are expected to find solutions by acting proactively before the problems occur.

In Sethi's (1979) corporate social responsibility model, social responsibility is based on social responsibility and social responsiveness. Social obligation: states that enterprises have primarily economic goals and must fulfill their social obligations with the laws determined by the government. Social responsibility and social responsiveness; proposes to benefit the society by taking initiatives on the subject before problems arise.

Zenisek's (1979) corporate social performance model summarizes the stages in the formation of social responsibility awareness. These; manager process, organizational participation process, operational framework process as a social process is called the four-cell model of the Social Responsibility Process.

In Wartick and Cochran's (1985) social responsibility model, social responsibility is evaluated under the principles, process and policy sections. According to this model, the task of the organization is it is to determine the expectations of the society under changing conditions, to determine a general attitude towards these expectations, and finally to implement the activities expected by the society in this context.

Frederick (1986-1994-1998) made a transition to the concept of corporate social responsibility, corporate social responsiveness, corporate social correctness, universe-science-religion, which is called CRS1, CRS2, CRS3 CRS4 in the corporate social responsibility model.

Carroll (1991) corporate social responsibility model; It is described as Philanthropic Responsibilities, Ethical Responsibilities, Legal Responsibilities, Economic Responsibilities.

Wood's (1991) social performance model considers corporate social responsibility, corporate responsiveness, and results of corporate performance. If it is thought that the society does not act with a sense of responsibility, organizations lose power and even cannot survive. It should organize activities to identify existing problems and improve them and finalize the process and make it a corporate policy.

In Swanson's (1995) Social performance model; economic and ecological and power-seeking values are classified as ethical values and individual values. By associating these values with each other, the action plan emerges.

Capaldi's (2005) corporate social responsibility model is classified in three parts. These; negative responsibilities (includes the organization's adherence to the rule of law, performing activities in accordance with the principles of the state.), positive responsibilities (includes maximizing the profit of the organization with innovations for the organization.) and additional (complementary) (includes activities outside the responsibilities of the enterprise.) responsibilities.

Kotler & Lee's (2017) corporate social enterprise approach; consists of Corporate Cause Promotions, Cause-related Marketing, Corporate Philanthropy, Corporate Social Marketing, Community Volunteering, Socially Responsible Business Practices (Silsüpür, 2020; Sert, 2012; Sethi, 1979; Munilla & Miles, 2008).

Table 1
Basic Models of Corporate Social Responsibility

Year/s	Name of the Model	Concepts of the Model
1973	Preston & Post Social Responsiveness Model	*Government support needed for the Social Responsibility. *Social Responsibility Responsiveness
1973	Davis's CRS Model	*Social power for Social Responsibility *Two-sided system *Deep analyzing for the product sustainability. * Social cost products costs should be reflected to the customers. *Organizations are Responsible for Social issues
1976	Ackerman's Social Responsiveness Model	*Political Level *Learning Level *Organizational Obligation
1979	Sethi's CRS Model	*Social Obligation *Social Responsibility *Social Responsiveness
1979	Zenisek's Social Performance Model (Four-celled Model of Partition of Social Responsibility Continuum)	*Executive process *Organizational Participation Process *Operating Environmental Process *Social Process
1985	Wartick & Cochran CRS Model	*Principle *Process *Policy
1986-1994-1998	Frederick's CRS Model	*Corporate Social Responsibility *Corporate Social Responsiveness *Corporate Social Rectitude
1991	Carroll's CRS Model	*Philanthropic Responsibilities *Ethical Responsibilities *Legal Responsibilities *Economic Responsibilities
1991	Wood's Social Performance Model	*Corporate Social Responsibility *Corporate Social Responsiveness *Corporate Social Performance Result
1995	Swanson's Social Performance Model	*Economic and Ecologic Values *Ethic Values *Individual Values
2005	Capaldi's CRS Model	*Negative Responsibilities *Positive Responsibilities *Complementary Responsibilities
2017	Kotler & Lee's Corporate Social Enterprise Approach	*Corporate Cause Promotions *Cause- related Marketing *Corporate Philanthropy *Corporate Social Marketing *Community Volunteering *Socially Responsible Business Practices

2.10. Dimensions of Corporate Social Responsibility

Carroll's (1991) corporate social responsibility pyramid has shaped corporate social responsibility in four different dimensions. This model divides the expectations of the organization into economic, legal, ethical, and philanthropic responsibility.



Figure 8. Carroll's corporate social responsibility pyramid (Adapted from Carroll's, 1991)

Carroll explained the pyramid he designed with the following concepts Carroll (2016):

- **Philanthropic Responsibilities:** This what desired by the society. Philanthropy encompasses the activities undertaken by the organization that responds to the expectation of the Business to be a good corporate citizen in society. It involves institutions actively participating in and supporting actions or programs that contribute to the welfare and development of society. Examples of philanthropy include education, community service, and the arts.
- **Ethical Responsibilities:** This is what expected by society. There are some behaviors within institutions that are not specified in the law but are expected to comply. These are ethical responsibilities, practices, and standards including moral responsibilities such as not harming the environmental stakeholders of the business. Legal expectations are also based on these ethical expectations.
- **Legal Responsibilities:** This is what is required by society. Society accepts businesses to make a profit and even reach the highest level of profit. However, businesses have to comply with legal obligations while continuing their activities. Economic and legal responsibilities are interconnected and cannot be considered separately. Within the framework of this agreement, the society can follow the economic activities of the enterprises within the law.
- **Economic Responsibilities:** This is what is required by society. When businesses are evaluated from past to present, they are economic entities established to provide service to the members of society. The aim of making a profit has always been the

primary target. Therefore, this profit motive has transformed into a value concept over the years. All responsibilities of organizations are entirely based on economic responsibilities. Carroll determined this process as helping to maintain a competitive position, working with motivation to increase earnings, ensuring continuity in profit-making, and targeting as high profit as possible.

2.11. Corporate Social Responsibility Theories

Garriga and Mele (2004) grouped the theories on corporate social responsibility developed by Carroll (1991) in the light of previously determined responsibilities under four main headings.

- **Instrumental theories:** These theories, put forward in Friedman's representation, argue that an enterprise is a tool for creating wealth and that the achievement of economic goals is the sole social responsibility of the enterprise. Only the economic aspect of interactions between business and society is considered. That is, socio-economic goals are separate from economic goals.
- **Political theories:** Theories in this field work to emphasize the social power of the company. This enables the company to fulfill its social responsibilities or directs it to cooperation. Although there are different approaches, it can be evaluated through two main theories, namely Constitutionalism and Institutional Citizenship.
- **Integrative theories:** In this group, they argue that businesses should meet the demands. According to this group, the survival of businesses basically depends on society.
- **Ethical theories:** Theories in this field argue that there should be a unity of ethical values between businesses and society. It is necessary to provide the answers to social demands and institutions through the same ethics. These should be perceived as ethical responsibilities for institutions. Businesses should make practices in line with the morals and norms of the society and parallel to their ethical values.

Table 2 (cont'd)

Ethical Theories (focuses on what is right to achieve a good society.)	Normative Stakeholder Theory	The duties of the company towards its stakeholders take into account.	Freeman (1984, 1994), Evan and Freeman (1988), Donaldson and Preston (1995), Freeman and Phillips (2002), Phillips et al.(2003)
	Universal Rights	Frameworks based on human rights, labor rights, and respect for the environment.	Global Sullivan Principles (1999), UN Global Compact Convention (1999)
	Sustainable Development	Humanitarian consideration for current and the purpose of future generation's development.	World Commission on Environment and Development (Brutland Report) (1987), Gladwin and Kennelly (1995)
	Public Interest	It is directed towards the common good of society.	Alford and Naughton (2002), Mele' (2002) Kaku (1997)

2.13. The Effect of Corporate Social Responsibility Perceptions on Employee Commitment

It can be said that in most of the studies on organizational commitment, the main purpose is to determine how employees can better connect to their jobs and how their organizational commitment can be better.

Likewise, many factors such as labor force conversion rate, organizational citizenship behavior, and business performance are affected by organizational commitment. In many academic studies, it has been determined that job stress, empowerment activities, job insecurity, employability, leadership styles, and other attitudes towards organizations affect organizational commitment due to role conflict and role ambiguity (Anton, 2009).

It can be said that one of the factors affecting the employees' commitment to the organization is the CSR perception towards their organizations. Likewise, the values adopted by an organization can have a direct impact on employees and the positive perception of the organization's practices and activities towards CSR may increase the loyalty to the organization. Organizations that are considered to care for some

values such as justice and righteousness may have employees with a strong emotional commitment to their organization, regardless of their value hierarchies.

2.14. Mediation Effect

The mediator variable is a part of the cause-effect relationship between the two variables (McKinnon, Fairchild, & Fritz, 2010: 594). The mediation relationship is tested with a model shown in the figure below. In this way, X represents the independent variable, Y the dependent variable, and M the mediator variable. In addition, path c shows the effect between the independent variable and dependent variable, path a shows the effect between the independent variable and mediating variable, and path b shows the effect between mediating variable and dependent variable (Baron & Kenny, 1986: 116).

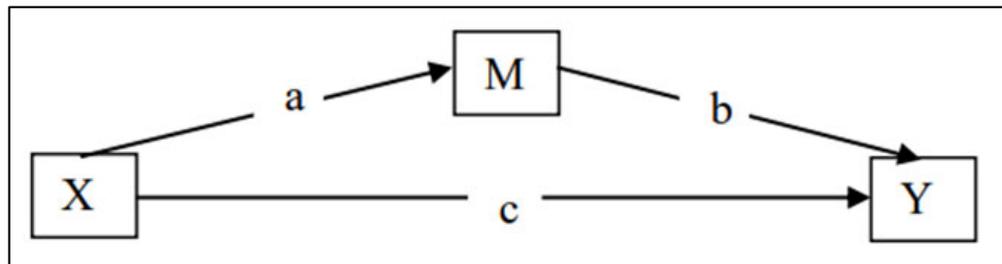


Figure 9. Mediator effect model

To mention the mediating relationship, some conditions must be met. These conditions, called the steps of Baron and Kenny, are listed as follows (Baron & Kenny, 1986; Gürbüz & Bekmezci, 2012: 200). 1. The independent variable must have a relationship with the mediating variable. 2. The independent variable must affect the dependent variable. 3. When the mediator variable is included in the regression analysis in the second step; if there is a non-significant relationship between the independent variable and the dependent variable, from the full mediation relationship; If there is a decrease in the relationship between the independent variable and the dependent variable, a partial mediation relationship can be mentioned (Burmaoğlu, Polat, & Meydan, 2013: 17 Generally, the 3-step method of Baron and Kenny (1986) ! is used in academic studies, and partial or full mediation decision is made according to the analysis result. In addition to the

conditions that must be met to talk about the mediating effect, it is necessary to determine whether the indirect relationship of the independent variable (via the mediating variable) on the dependent variable (path a.b) is significant. Various tests have been developed to achieve this. One of them is the Sobel test (Sobel, 1982). This test is calculated using the unadjusted regression coefficients (B) of the relevant variables and their standard error values.

2.15. The Relationship Between CSR and Innovation Climate in the Literature

Social innovation studies have recently gained momentum not only in the service sector but also in the areas of corporate social responsibility. (Özdemir & Ar, 2015) With the developments in today's society, innovation is one of the main sources of enabling institutions to engage in solution-oriented, fast, and proactive activities (Orduluoğlu, 2019).

In the studies, it is seen that the corporate social responsibility activities perceived by the employees have a positive effect on the loyalty and commitment of the members of the organization to the organization in general. In institutions where innovation is supported and implemented, intra-organizational communication is high. Institutions involved in innovation activities help their employees to continue their decision to become members of the innovative organization (Nart, 2019).

This indicates that individuals are more committed to innovative institutions. In other words, adapting to the developing and changing era and the needs or development supports caused by this change and development will increase the commitment within the organization, as well as the fact that corporate social responsibility can lead to new ideas that can contribute to change. In the study of Bocquet and Mothe (2011), a correlation was found between corporate social responsibility and innovative performance. It can be said in the light of the studies that corporate social responsibility activities are effective on innovation and change on individuals. Fidanboy, C. Ö., and Fidanboy, M. (2018) found in their study that innovation climate has a positive and significant relationship with organizational identification.

Yurttadur-Süzen and Karaağaç (2016) in their study on a public institution, concluded that corporate social responsibility activities benefited the increase in productivity, increased the motivation of the employees, and contributed to corporate creativity.

The studies of Navickas and Kontautiene (2013) are the basis of the corporate social responsibility innovative approach. They found that ongoing corporate social responsibility activities support and positively affect innovation.

Institutions and institutions that carry out corporate social responsibility activities are seen as a source of innovation by society, like other organizations that contribute to innovation.

İraz, Abul, and Kurnaz (2017) concluded that corporate social responsibility activities of organizations have a positive effect on innovation performance and increase performance.

Process innovation in which the organization's process is designed, management-related changes and innovations for the process, conceptual innovation, strategic innovations are some of the factors that create the innovation climate with changing targets or adding new ones.

In the process that countries go through while keeping up with the modern age, their efforts to be stable and sustainable and their efforts to secure economic development are based on innovation and development, and this situation transforms institutions (Sarıkaya & Kök, 2018).

2.16. The Relationship Between CSR and Organizational Commitment in the Literature

Studies examining the relationship between corporate social responsibility and organizational commitment (Brammer et al., 2007; Peterson, 2004; Rupp et al., 2006) show that organizational commitment has a great impact on the perception of corporate social responsibility by employees.

In Peterson's (2004) study, a positive relationship was observed between each dimension of employees' perceptions of corporate social responsibility and organizational commitment. The research in question also supports the increase in gains from investments in corporate social responsibility as it increases organizational commitment.

According to Vakola and Nikolaou's (2005) research, people come to the business with some needs, skills, and expectations. However, they expect to work in an environment where they can use their talents and meet their needs. To the extent that the business provides these opportunities to its employees, they have determined that there is an increase in the level of organizational commitment of the employees.

Peterson (2004) found that there is a link between organizational commitment and corporate social activities that directly satisfy the needs of employees.

The results of Brammer et al. (2007) research on corporate social responsibility and organizational commitment are particularly important in terms of the relationships observed between organizational commitment, job security, occupational health, and employee's performance. The effect of corporate social responsibility on organizational commitment is as great as job satisfaction. The results also suggest that corporate social responsibility is positively associated with organizational commitment.

According to Berger et al.'s (2006) research, corporate social responsibility involvement helps employees meet their emotional needs through such activities and reduces their stress, rather than the company's external appearance.

According to the research conducted by Türker (2009), it shows that employees prefer to work in socially responsible organizations and their organizational commitment levels are positively affected by social responsibility activities for society, the natural environment, future generations, non-governmental organizations, employees, and customers.

Nejati and Ghasemi (2013) conducted a study on 142 employees in Iran and found that corporate social responsibility activities positively affect employees' organizational commitment. In this study, Türker's (2009) corporate social responsibility scale was also conducted, and it was determined that all sub-factors of the scale positively affect organizational commitment. The study is of particular importance as it was conducted both in a different culture and in a developing country.

According to the results of the research, if the corporate social responsibility is supported in the enterprises, the motivation of the employees at work increases, their commitment to the organization increases, and an area where they can motivate themselves spiritually is provided. This is also reflected positively not only by the employees of the enterprise but also by other groups outside the organization. With these activities, businesses are seen as socially responsible businesses by both employees and other interest groups to which the business is affiliated, and this contributes positively to increasing the prestige of the business.

2.17. The Relationship Between Innovation Climate and Organizational Commitment in the Literature

The studies conducted affect the increase in corporate social responsibility and innovation practices and organizational commitment (İraz, Kalfaoğlu & Kurnaz, 2018).

In the studies, it is seen that the corporate social responsibility activities perceived by the employees have a positive effect on the loyalty and commitment of the members of the organization to the organization in general.

Demir and Türkmen (2014) stated in their study that one of the factors affecting the organizational commitment of the employees is the perception of corporate social responsibility towards their organizations. Organization innovation and development activities that meet the common denominator with the innovation and change perception of individuals will increase the individual's commitment to the

institution. In this context, the studies benefit from the innovation climate to develop a positive meaningful relationship between the levels of corporate social responsibility and organizational commitment (Serinikli, 2017). It includes many important issues that affect organizations, cultures, societies, and countries such as innovation, development, sustainability, employment, social development, peace, welfare, and increasing the quality of life (Seyitođulları & Yalçınsoy, 2016).

CHAPTER 3

METHODOLOGY

3.1. Sample Selection

In this section, information about the research model, population and sample, data collection tools and data analysis, and statistical methods used in the research are given. The permission for the study was given with 429ODTU2019 ethical permission number, in November,21.2019 by Middle East Technical University. The suitability of the study has been approved in line with the circular of the Ministry of Youth and Sports dated 27/07/2020 and numbered 36592570010.0601754387 The scales and personal information form were used in the study and applied to 486 employees in the organization, except those who were in managerial status in the organization, the SPSS 22 program was used in the analysis of the data.

3.2. Instrumentation

The data collection instruments to be used in the research consisted of 4 parts;

- 1- Demographic Information Form:** The demographic information form, which was developed by the researchers, included statements that question the variables such as service year, gender, educational status, and staff level, which were thought to be effective in the views of the research group on corporate social responsibility and innovation climate.
- 2- Innovation Climate Scale:** It is a 5-point Likert-type scale composed of 3 sub-dimensions and 14 items made by Sönmez et al. (2017) .1: Strongly Disagree-5: Strongly Agree. Cronbach on the sub-dimensions of the scale. Alpha values supporting innovation Yen: 0.85; Prevention of innovation α : 0.77; The resource

supply is ,8: 0.73 and α : 0.82 for the total scale. The explained variance ratio of the scale is 56,442. In the confirmatory factor analysis of the scale, the goodness of fit indexes are as follows: $\chi^2 = 1735.31$ $df = 208$; RMSEA = .149; GFI = .68; AGFI = .61; CFU = .63; IFI = .63.

3- Corporate Social Responsibility Scale: To measure the employees' perception of corporate social responsibility, 4 sub-dimensions developed by Türker (2009) and corporate social responsibility scale consisting of 18 items was used. As the scale is planned to be applied to the employees of the Public sport organization, the sub-dimension of responsibility for the state that measures the responsibility of the institution towards the state is 2 Article: 1- Our institution always pays its taxes on time and in full. 2- Our corporation gives importance to fulfill its legal obligations in a timely and complete manner against the state and was excluded from the scale. Therefore, the scale is a 5-point Likert-type scale consisting of 3 sub-dimensions and a total of 16 items.1: Strongly Disagree-5: Strongly Agree. Cronbach on the sub-dimensions of the scale. Responsibility for social and non-social stakeholders with alpha values : 0,80; Responsibility for employees α : 0,75; Responsibility for individuals is α : 0.78 and 0.78 for the total scale. The explained variance ratio of the scale is 66,746.

4- Organizational Commitment Scale: The Organizational Commitment Scale developed by Meyer, Allen, and Smith (1993) consists of 18 items and 3 sub-dimensions. The validity and reliability study of the scale was conducted by Dağlı et al. (2018). Organizational commitment was dealt with as a three-dimensional concept by Meyer, Allen, and Smith, (1993). Meyer, Allen, and Smith's three-dimensional model of organizational commitment; (1) occurs in three different ways: emotional commitment, (2) continuity of commitment, and (3) normative commitment. These dimensions were confirmed in different studies (Lee, Allen, Meyer & Rhee, 2001: 56; Allen & Meyer, 1996: 253; Meyer, Stanley & Parfyonova, 2012: Meyer, Stanley, Jackson, McInnis, Maltin & Sheppard, 2012: 226; Meyer et al., 2012: 226). Cronbach on the sub-dimensions of the scale. Alpha values The first subdimension of emotional commitment is 0.80; the continuity of commitment was 0.73 for the second sub-dimension, and 0.80 for the normative commitment of the third sub-dimension. The total variance rate explained was 52,719%. Articles 3, 4, 5, and 13 of the scale are inverse substances. Confirmatory factor analysis for the

scale was performed and goodness of fit values was found to be within acceptable and excellent values.

CHAPTER 4

DATA ANALYSIS

At the beginning of the process, missing value analysis was performed by controlling the missing data on the basis of scales. Since the EM Means significance value was > 0.05 for each scale, the answers were randomly distributed and group means were assigned to the missing data. After the relevant assignments, factor and reliability analyzes were made. Normality assumptions were checked before starting the analysis. These assumptions were achieved by comparing Kolmogorov-Smirnov and Shapiro Wilk statistics values, respectively, by interpreting skewness kurtosis values, coefficient of variation and q-q plot graphs. As a result of these transactions, 2 responses determined as outliers were removed from the survey. Parametric tests were used because the data showed normal distribution by checking the compliance of the data with the normality conditions on the basis of each assumption. The mediation relationship between dependent and independent variables was examined according to the Hayes Theorem by adding a process extension to SPSS. In this context, Model 4 was selected and the relevant regression model was established and the mediator variable effect was observed. Whether corporate social responsibility and organizational commitment differentiated according to years of service was examined by one-way analysis of variance (ANOVA), and the differentiation by gender was examined using an independent sample t test. The direction and effect of the relationship between corporate social responsibility, innovation climate, and organizational commitment was analyzed with Pearson correlation analysis. Statistical significance level was accepted as $p < 0.05$.

4.1. Socio-Demographic Features of The Participants

The sample consists of 162 (33.5%) female and 322 (66.5%) male participants. Looking at the education level of the participants in the survey, 4 (0.8%) were primary education, 32 (6.6%) high school, 329 (68%) undergraduate, 107 (22.1%) graduate and 12 (%) 2.5) It has been observed that they have a doctorate degree. When the marital status of the participants is examined, it is seen that 345 (71.3%) are married, 109 (22.5%) are single and 29 (6%) are divorced. According to the years of service, 174 (36%) of the participants have experience between 0-5 years, 154 (31.8%) between 6-10 years, and 156 (32.2%) have 11 years or more. When people were asked about their volunteering or participation in social responsibility projects, it was seen that 275 (56.8%) and 207 (42.8%) of them answered no.

4.2. Descriptive Statistics Results of the Instruments

Demographic data was gathered in Section A of the survey. In this study, data was précised in distinct sections to describe the demographic summaries of the participants.

Table 3
Demographic information regarding the research sample

Descriptive Statistics	N	%
Gender		
Female	162	33,5
Male	322	66,5
Level of Education		
Primary School	4	0,8
High School	32	6,6
Undergraduate	329	68,0
Postgraduate	107	22,1
Ph.D Graduate	12	2,5
Marital Status		
Married	345	71,3
Single	109	22,5
Divorced	29	6,0
Year of Service		
0-5 Year	174	36
6-10 Year	154	31,8
11 Year and Over	156	32,2
Getting involved in Social Responsibility Project or volunteering		
Yes	275	56,8
No	207	42,8

4.3. The factor structure and reliability results of the Corporate Social Responsibility scale

The factor structure and reliability results of the Corporate Social Responsibility scale are shown in Table 4

Table 4
The factor structure and reliability results of the Corporate Social Responsibility scale

Corporate Social Responsibility	KMO	Bartlett	Sig	Df	
	,937	6577,973	,000	120	
Factor Load					
Questions	Responsibility to Social and NonStakeholders	Responsibility to Employees	Responsibility to Individuals	Reliability Value (Cronbach Alpha)	Average
KSS2	,928			,926	4,01
KSS1	,911				3,97
KSS3	,865				3,86
KSS5	,828				3,87
KSS6	,820				3,92
KSS4	,800				3,82
KSS8	,403				3,51
KSS7	,348				3,34
KSS12		,949		,929	3,11
KSS10		,903			3,19
KSS13		,878			3,05
KSS11		,876			3,09
KSS9		,788			3,41
KSS16			,635	,867	3,87
KSS14			,604		3,76
KSS15			,535		3,56
Total				,951	
	Explained Variance			Change in Total Variance	
	74,416			74,416	

As a result of the Barlett test ($p = 0.000 < 0.05$), it was accepted that there was a relationship between the variables. KMO was calculated as 0.937 as a result of the test conducted to understand whether the sample size is suitable for factor analysis. This value is considered to be a very good value (Kalaycı, 2010: 322). Since $KMO = 0.937 > 0.50$, it is understood that the sample size is sufficient for factor analysis. As a result of the factor analysis made for the corporate social responsibility scale, 3 factors were determined, and it was seen that the sum of these factors explained 74.42% of the variance. The first factor explains 57.98% of the total variance, the second 10.80%, and the third factor 5.64%.

In the factor analysis application, by applying the "oblimin" method, the results were examined from the "Pattern Matrix" table and the factor loadings of the question items and the overlapping items were examined. Due to the absence of overlapping loads among the factor loads, it was ensured that no problems were removed from the study.

According to the results of the reliability analysis, it is seen that the α (Cronbach Alpha) coefficient is .951. When these values are examined within itself, it is seen that the α (Cronbach Alpha) coefficient corresponding to the questions between 1-8 for the sub-dimension of responsibility towards social and non-social stakeholders is .926. It appears that this value corresponds to a highly reliable scale range. Questions between 9 and 13 were asked for the sub-dimension of responsibility for employees and it was seen that the corresponding α (Cronbach Alpha) coefficient was .929. Questions between 16-18 were asked for the sub-dimension of responsibility for individuals and it was found that the corresponding α (Cronbach Alpha) coefficient was .867. When the reliability of the corporate social responsibility scale is examined on the basis of general and sub-dimensions, it is seen that it has a very high reliability score.

Factor structure and reliability results of the Innovation Climate Scale are shown in Table 5

Table 5
Factor structure and reliability results of Innovation Climate Scale

Innovation Climate	KMO	Bartlett	Sig	Df	
	,931	5031,438	,000	91	
Factor Load					
Questions	Supporting Innovation	Preventing Innovation	Sourcing	Reliability Value (Cronbach Alpha)	Average
YI5	,928			,943	3,28
YI4	,902				3,27
YI1	,861				3,26
YI2	,834				3,22
YI3	,817				3,22
YI9		,852		,909	2,99
YI7		,825			3,08
YI6		,823			3,05
YI8		,802			3,30
YI10		,772			2,78
YI11		,748			2,72
YI14			,868	,752	2,96
YI13			,845		3,30
YI12			,217		3,23
Total					,933
	Explained Variance		Change in Total		Variance
	73,378		73,378		

As a result of the Barlett test ($p = 0.000 < 0.05$), it was accepted that there was a relationship between the variables. KMO was calculated as 0.931 as a result of the test conducted to understand whether the sample size is suitable for factor analysis. Since $KMO = 0.931 > 0.50$, it is understood that the sample size is sufficient for factor analysis. As a result of the factor analysis made for the innovation climate scale, 3 factors were determined, and it was seen that the sum of these factors explained 73.38% of the variance. The first factor explains 54.14% of the total variance, the second 13.73%, and the third factor 5.50%.

According to the results of the reliability analysis, it is seen that the α (Cronbach Alpha) coefficient is .933. When these values are examined within themselves, it is seen that the α (Cronbach Alpha) coefficient corresponding to the questions between 1-5 for the subscale of supporting innovation is .943. Questions between 6-11 were asked for the inhibition of innovation sub-dimension, and it was seen that the corresponding α (Cronbach Alpha) coefficient was .909. Questions between 12 and 14 were asked for the funding sub-dimension and it was found that the corresponding α (Cronbach Alpha) coefficient was .752. When the reliability of the innovation climate scale is examined on the basis of general and sub-dimensions, it is seen that it has a very high reliability score.

The factor structure and reliability results of the Organizational Commitment Scale are shown in Table 6

Table 6
The factor structure and reliability results of the Organizational Commitment Scale

	KMO	Bartlett	Sig	df
Organizational Commitment	,907	4066,163	,000	153
	Factor Load			
Questions	Emotional Commitment	Continue Commitment	Normative Commitment	Reliability Value (Cronbach Alpha) e
ÖB6	,761			3,74
ÖB1	,760			3,45
ÖB4	,661			3,59
ÖB5	,652			3,39
ÖB2	,614			3,77
ÖB3	,564			3,37

Table 6 (cont'd)

	KMO	Bartlett	Sig	df
Organizational Commitment	,907	4066,163	,000	153
Factor Load				
ÖB10		,670		3,39
ÖB8		,587		3,69
ÖB9		,466		3,27
ÖB7		,369		4,05
ÖB11		,268		3,32
ÖB12		,200		3,03
ÖB18			,816	3,48
ÖB16			,782	3,30
ÖB17			,717	2,77
ÖB15			,661	2,81
ÖB13			,572	3,01
ÖB14			,529	3,41
Total				,894
	Explained Variance		% in Total Variance	
	55,661		55,661	

As a result of the Barlett test ($p = 0.000 < 0.05$), it was accepted that there was a relationship between the variables. KMO was calculated as 0.907 as a result of the test conducted to understand whether the sample size is suitable for factor analysis. Since $KMO = 0.907 > 0.50$, it is understood that the sample size is sufficient for factor analysis. As a result of the factor analysis made for the organizational commitment scale, 3 factors were determined, and it was seen that the sum of these factors explained 55.66% of the variance. The first factor explains 37.83% of the total variance, the second 11.89%, and the third factor 6.95%.

According to the results of the reliability analysis, it is seen that the α (Cronbach Alpha) coefficient is .894. When these values are examined within itself, it is seen that the α (Cronbach Alpha) coefficient corresponding to the questions between 1-6 for the emotional attachment sub-dimension is .861. Questions between 6-12 were asked for the subscale of attendance commitment and it was seen that the corresponding α (Cronbach Alpha) coefficient was .684. Questions between 13-18 were asked for the normative commitment sub-dimension and it was found that the corresponding α (Cronbach's Alpha) coefficient was .848. When the reliability of the organizational commitment scale is examined on the basis of general and sub-dimensions, it is seen that it has a very high reliability score.

4.4. Normal Distribution Assumptions

Normality Test: Normality assumptions were checked before proceeding to the analyses. These assumptions, the details of which are given below, are provided by comparing the Kolmogorov-Smirnov and Shapiro Wilk statistical values, skewness and kurtosis values, and interpretation of the q-q plot graphics.

Table 7
Kolmogorov-Smirnov and Shapiro-Wilk significance values

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Corporate Social Responsibility	,093	484	,000	,970	484	,000
Innovation Climate	,079	484	,000	,987	484	,000
Organizational Commitment	,049	484	,007	,992	484	,010

For the questions to be applied to the survey questions, firstly their distribution was examined. As a result of the normality distribution analysis, the following hypothesis is based on:

H₀: The data show a normal distribution.

H₁: The data are not normally distributed.

Considering the results of the normality test, the p (sig.) Values of the Kolmogorov-Smirnov and Shapiro-Wilks tests are taken into account. If the sample size is 50 or less, Shapiro-Wilks significance values are taken into consideration, while Kolmogorov-Smirnov significance values are taken into account in data sets above 50. Considering the normality hypothesis in **Table 7**, if the significance value is greater than 0.05, it is accepted that the data show a normal distribution. In this context, the H₀ hypothesis was rejected because the significance level of Kolmogorov-Smirnov results for all groups was less than 0.05, and it was observed that the data related to these groups were not normally distributed.

4.4.1. Skewness and Kurtosis Values

Skewness values for the group should be between +1 and -1, Kurtosis values should be between +2 and -1 (Seçer, 2015: 25, 28 Another view on the subject is that since the values of Skewness and Kurtosis are between -2 and +2, it is assumed that the variables show a normal distribution (George & Mallery, 2010). In this context, when the descriptive statistics table below is analyzed on the basis of each group, and the skewness- kurtosis values are examined, it is seen that the skewness- kurtosis assumption is met because they are within the specified range. It is seen that the data show the normal distribution for all groups.

Table 8
Descriptive statistics for normal distribution assumptions

Corporate Social Responsibility		Statistic	Std. Error
	Mean	3,5828	,03791
	95% Confidence Interval for Mean	Lower Bound Upper Bound	
		3,5083 3,6573	
	%5 Trimmed Mean	3,6155	
	Median	3,6875	
	Variance	,696	
	Std. Deviation	,83401	
	Minimum	1,00	
	Maximum	5,00	
	Range	4,00	
	Interquartile Range	1,13	
	Skewness	-,580	,111
	Kurtosis	,200	,222
Innovation Climate		Statistic	Std. Error
	Mean	3,1258	,03930
	95% Confidence Interval for Mean	Lower Bound Upper Bound	
		3,0485 3,2030	
	%5 Trimmed Mean	3,1342	
	Median	3,2143	
	Variance	,747	
	Std. Deviation	,86458	
	Minimum	1,00	
	Maximum	5,00	
	Range	4,00	
	Interquartile Range	1,29	
	Skewness	-,172	,111
	Kurtosis	-,525	,222

Table 8 (cont'd)

Organizational Commitment	Mean	Statistic	Std. Error
		3,3860	,03266
	95% Confidence Interval for Mean	Lower Bound	
		Upper Bound	
		3,3218	
		3,4502	
	%5 Trimmed Mean	3,3971	
	Median	3,4281	
	Variance	,516	
	Std. Deviation	,71856	
	Minimum	1,33	
	Maximum	5,00	
	Range	3,67	
	Interquartile Range	,94	
	Skewness	-,246	,111
	Kurtosis	-,047	,222

4.4.2. Linear Distribution Analysis (Q-Q Plot and Detrended Q-Q Plot Plot)

The distribution of the points on the normal Q-Q plot graph on the line or very close to the line indicates a normal distribution. If this line is very steep or horizontal, it indicates that the normal distribution has moved away. In the Detrended Q-Q plot, it is an expected situation for a normal distribution that the points show a random distribution above and below the horizontal line on the graph. In other words, the points should not be clustered around a certain value but should be randomly distributed (Seçer, 2015: 154, 157). The distribution of the series was controlled by taking the average of the questions forming the corporate social responsibility, innovation climate, and organizational commitment scales on the basis of each scale. In this context, since the deviating values were observed in the scales, the answers of 2 people were removed from the study and the series was normalized. Thus, since the distribution of the data in the scale is linear, it was ensured that the series showed a normal distribution, and parametric tests were applied.

1) Q-Q Plot and Detrended Q-Q plot Table

The distribution of the series was controlled by taking the average of the questions forming the Corporate Social Responsibility, Innovation Climate, and Organizational Commitment scales on the basis of each scale. In this context, no sample was taken from the data set, since deviating values were not observed.

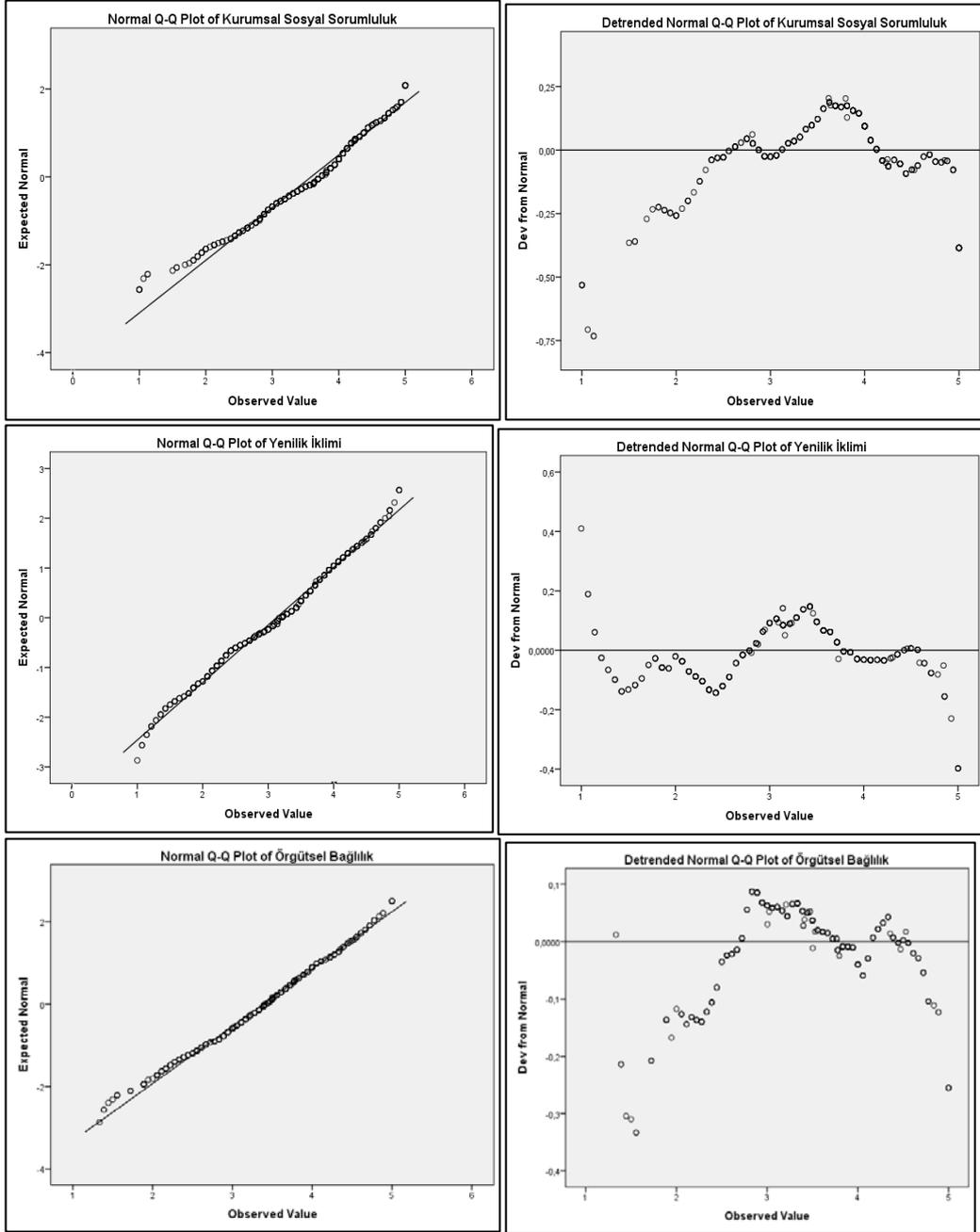


Figure 10. Examining the relationship between corporate social responsibility, innovation climate, and organizational commitment

The relationship between Corporate Social Responsibility, Innovation Climate, and Organizational Commitment was examined by Pearson correlation analysis and the relevant findings are given in **Table 9**

Table 9

The relationship between Corporate Social Responsibility, Innovation Climate, and Organizational Commitment was examined by Pearson correlation analysis and the relevant findings

Variables	1	2	3
1. Corporate Social Responsibility	-	.716**	.629**
2. Innovation Climate		-	.567**
3. Organizational Commitment			-

**p < significant at .05 level, ** significant at p01 level*

When the relationship between Corporate Social Responsibility and Innovation Climate was examined, it was seen that there was a statistically significant difference. It has been observed that this relationship is highly strong and positive. (r=.716, p<.01) As the innovative behaviors of the employees increase, it is observed that the probability of taking part in Corporate Social Responsibility projects increases by 72%.

When the relationship between Corporate Social Responsibility and Organizational Commitment was examined, it was seen that there was a statistically significant difference. It has been observed that this relationship is quite good and positive. (r=.629, p<.01) Employees' participation in Corporate Social Responsibility projects increased their Organizational Commitments by 63%.

When the relationship between Innovation Climate and Organizational Commitment was examined, it was seen that there was a statistically significant difference. This relationship was found to be good and positive. (r=.567, p<.01) In this context, it is seen that the increase in people's innovative behaviors increases their Organizational Commitments by 57%.

Table 10
Innovation Climate's mediation relationship between the corporate social responsibility of Public sport organization employees and their organizational commitments

Dependent Variable: Organizational Commitment							
Model 1							
R	R-Sqr (R²)	MSE	F		df1	df2	
,6289	,3956	,3127	315,4300		1,0000	482,0000	
	N	Coefficient	se	t	p	LLCI	ULCI
Constant	484	1,4446	,1122	12,87	,0000	1,2241	1,6651
Corporate social responsibility	484	,5419	,0305	17,76	,0000	,4819	,6018
Model 2							
R	R-Sqr (R²)	MSE	F		df1	df2	
,6508	,4235	,2989	176,6580		2,0000	481,0000	
	N	Coefficient	se	t	p	LLCI	ULCI
Constant	484	1,3517	,1114	12,13	,0000	1,1328	1,5706
Corporate social responsibility	484	,3943	,0427	9,23	,0000	,3104	,4782
Innovation Climate	484	,1989	,0412	4,83	,0000	,1179	,2798

When the first model was examined, it was determined that corporate social responsibility had a statistically significant effect on organizational commitment ($p < 0.05$). The direction of the relationship is positive. It is seen that 1 unit change in Corporate Social Responsibility positively affects organizational commitment by 54.2%. When the R2 value is examined, it can be stated that corporate social responsibility explains organizational commitment by 40%.

When the second model was examined, it was determined that the Corporate Social Responsibility and Innovation Climate effect had a statistically significant effect on organizational commitment ($p < 0.05$). The direction of the relationship is positive for both Variables. In Model 1, it was seen that the effect of corporate social responsibility on Organizational Commitment was 54.2%. It was observed that the effect of Innovation Climate and Corporate Social Responsibility Variable, which were included as a mediator effect within the scope of Model 2, decreased to 39.4%. Thus, it was seen that Innovation Climate created a mediating effect between Corporate Social Responsibility and Organizational Commitment. When the R2 value is examined, it can be stated that Corporate Social Responsibility and Innovation Climate explain organizational commitment by 42%. With the Innovation Climate, the rate of disclosure of the model increased.

Table 11

The intermediary relationship of the sub-dimension of supporting innovation between the corporate social responsibility of the public sport organization employees and their organizational commitments

Dependent Variable: Organizational Commitment							
Model 1							
R	R-Sqr (R²)	MSE	F		df1	df2	p
,6289	,3956	,3127	315,4300		1,0000	482,0000	,000
	N	Coefficient	se	t	p	LLCI	ULCI
Constant		1,4446	,1122	12,87	,0000	1,2241	1,6651
Corporate social responsibility	484	,5419	,0305	17,76	,0000	,4819	,6018
Model 2							
R	R-Sqr (R²)	MSE	F		df1	df2	p
,6472	,4189	,3013	173,3727		2,0000	481,0000	,000
	N	Coefficient	se	t	p	LLCI	ULCI
Constant		1,4973	,1108	13,51	,0000	1,2795	1,7150
Corporate social responsibility	484	,1783	,0406	4,40	,0000	,0986	,2580
Supporting Innovation	484	,3649	,0502	7,28	,0000	,2664	,4635

When the first model was examined, it was determined that corporate social responsibility had a statistically significant effect on organizational commitment ($p < 0.05$). The direction of the relationship is positive. It is seen that 1 unit change in Corporate Social Responsibility positively affects organizational commitment by 54.2%. When the R2 value is examined, it can be stated that corporate social responsibility explains organizational commitment by 40%.

When the second model is examined, it has been determined that the effect of Corporate Social Responsibility and support for innovation has a statistically significant effect on organizational commitment ($p < 0.05$). The direction of the relationship is positive for both Variables. In Model 1, it was seen that the effect of corporate social responsibility on Organizational Commitment was 54.2%. It was observed that the effect of the innovation support Variable and the Corporate Social Responsibility Variable included as a mediator effect in Model 2 decreased to 17.83%. Thus, it has been seen that the Variable of supporting innovation creates an intermediary effect between Corporate Social Responsibility and Organizational Commitment.

When the R2 value is examined, it can be stated that supporting Corporate Social Responsibility and innovation explains organizational commitment by 42%.

Table 12

The intermediary relationship of the sub-dimension of preventing innovation between the corporate social responsibility of the public sport organization employees and their organizational commitment.

Variable: Organizational Commitment							
Model 1							
R	R-Sqr (R²)	MSE	F		df1	df2	p
,6289	,3956	,3127	315,4300		1,0000	482,0000	,000
N	Coefficient	se	t	p	LLCI	ULCI	
Constant	1,4446	,1122	12,87	,0000	1,2241	1,6651	
Corporate Social Responsibility	,5419	,0305	17,76	,0000	,4819	,6018	
Model 2							
R	R-Sqr (R²)	MSE	F		df1	df2	p
,6395	,4089	,3065	166,3982		2,0000	481,0000	,000
N	Coefficient	se	t	p	LLCI	ULCI	
Constant	1,3471	,1150	11,72	,0000	1,1212	1,5730	
Corporate Social Responsibility	,0912	,0276	3,30	,0010	,0369	,1455	
Prevention of Innovation	,4929	,0337	14,65	,0000	,4268	,5590	

When the first model was examined, it was determined that corporate social responsibility had a statistically significant effect on organizational commitment ($p < 0.05$). The direction of the relationship is positive. It is seen that 1 unit change in Corporate Social Responsibility positively affects organizational commitment by 54.2%. When the R2 value is examined, it can be stated that corporate social responsibility explains organizational commitment by 40%.

When the second model is examined, it has been determined that the effect of Corporate Social Responsibility and innovation prevention significantly affects organizational commitment ($p < 0.05$). The direction of the relationship is positive for both Variables. In Model 1, it was seen that the effect of corporate social responsibility on Organizational Commitment was 54.2%. It was observed that the effect of the prevention of innovation Variable and the Corporate Social Responsibility Variable, which were included as a mediating effect within the scope of Model 2, decreased to 49.3%. Thus, it has been seen that the Variable of inhibiting

innovation creates an intermediary effect between Corporate Social Responsibility and Organizational Commitment. When the R2 value is examined, it can be stated that the Corporate Social Responsibility and Innovation Prevention Variables explain organizational commitment by 41%.

Table 13

The intermediary relationship of the sub-dimension of funding between the corporate social responsibility of the public sport organization employees and their organizational commitments

Variable: Organizational Commitment							
Model 1							
R	R-Sqr (R²)	MSE F		df1	df2	p	
,6289	,3956	,3127 315,4300		1,0000	482,0000	,000	
	N	Coefficient	se	t	p	LLCI	ULCI
Constant		1,4446		12,87	,0000	1,2241	1,6651
Corporate Social Responsibility			,1122				
	484	,5419	,0305	17,76	,0000	,4819	,6018
Model 2							
R	R-Sqr (R²)	MSE	F		df1	df2	p
,6449	,4159	,3028	171,2864		2,0000	481,0000	,000
	N	Coefficient	se	t	p	LLCI	ULCI
Constant		1,3678	,1120	12,21	,0000	1,1477	1,5879
Corporate Social Responsibility							
	484	,4370	,0395	11,08	,0000	,3595	,5145
Sourcing	484	,1428	,0349	4,10	,0000	,0743	,2114

When the first model was examined, it was determined that corporate social responsibility had a statistically significant effect on organizational commitment ($p < 0.05$). The direction of the relationship is positive. It is seen that 1 unit change in Corporate Social Responsibility positively affects organizational commitment by 54.2%. When the R2 value is examined, it can be stated that corporate social responsibility explains organizational commitment by 40%.

When the second model was examined, it was determined that Corporate Social Responsibility and the effect of providing resources had a statistically significant effect on organizational commitment ($p < 0.05$). The direction of the relationship is positive for both Variables. In Model 1, it was seen that the effect of corporate social responsibility on Organizational Commitment was 54.2%. It has been observed that

the effect of the resource provision Variable and Corporate Social Responsibility Variable, which is included as an intermediary effect within the scope of Model 2, decreased to 43.7%. Thus, it has been seen that the resource provisioning variable creates an intermediary effect between Corporate Social Responsibility and Organizational Commitment. When the R2 value is examined, it can be stated that Corporate Social Responsibility and Funding Variables explain organizational commitment by 42%

Table 14
Examination of organizational commitment and corporate social responsibility of Public sport organization employees by gender

Variables	Gender	N	\bar{x}	Ss	F	P
Organizational Commitment	Female	162	3,34	0,73	0.096	.296
	Male	322	3,41	0,71		
Corporate Social Responsibility	Female	162	3,45	0,76	1.250	.013*
	Male	322	3,65	0,86		

** $p < 0,05$ significant at the level of importance

Independent sample t-test was used in the relationship of Organizational Commitment and Corporate Social Responsibility of Public sport organization employees with gender. With the applied analysis, it is not seen that gender does not make a statistically significant difference on the Organizational Commitment. ($t(482)=0.096$; $p > 0.05$) It was seen that while the average of the scores given by the female participants was 3.34, it was 3.41 for the male participants. Although the Organizational Commitment scores of male participants were higher, this difference was not statistically significant.

When the effect of gender on Corporate Social Responsibility was examined, it was seen that the difference between the groups was statistically significant. ($t(482)=1.250$; $p < 0.05$) In this context, while the average of the scores given by the women was 3.45, it was seen that this value was 3.65 for the male participants. Corporate Social Responsibility levels of men were found to be higher than female participants.

Table 15

Examination of organizational commitment and corporate social responsibilities of Public sport organization employees by working year

Variables	Working Year	N	\bar{x}	Ss	F	P
Corporate Social Responsibility	0-5 Year	174	3,67	,84	1.390	.250
	6-10 Year	154	3,54	,86		
	11 Year and Over	156	3,53	,80		
Organizational Commitment	0-5 Year	174	3,36	,77	0.679	.507
	6-10 Year	154	3,36	,70		
	11 Year and Over	156	3,44	,68		

A one-way analysis of variance was conducted to understand whether the organizational commitment and corporate social responsibilities of the public sport organization employees make a significant difference according to the working year. Years of employment were categorized as 0-5 years, 6-10 years, and 11 years and above. In this context, it was observed that the working year did not create a statistically significant difference in organizational commitment ($F(2480)=0.679$; $p>0.05$) and corporate social responsibility ($F(2480)=1.390$; $p>0.05$) levels.

CHAPTER 5

DISCUSSION

5.1. Discussion of the Study Findings

The current research aims to examine the mediating role of innovative climate in the relationship between social responsibility and organizational commitment by examining the concepts of corporate social responsibility, organizational commitment, and innovation climate. This study is original in the sense that although there are many studies on the concepts of corporate social responsibility and organizational commitment in the relevant literature, the concept of innovation climate has not been studied extensively both alone and as a mediator variable.

Institutions generally turn to corporate social responsibility studies to increase the loyalty of their employees, which are their most basic resources. This is an important factor in both increasing the organizational commitment of the employees and increasing their prestige in the eyes of the society. In agreement with previous studies (Brammer et al., 2007; Peterson, 2004; Rupp et al. 2006), current research has shown that corporate social responsibility has a significant impact on organizational commitment.

Another part of the study, which we think contributes to the relevant literature, is that the relationships between the concepts of corporate social responsibility and innovation climate and the sub-dimensions of the concept of organizational commitment are examined. Although previous studies examined corporate social responsibility simply, the concept of social responsibility began to be addressed together with its sub-dimensions in the following periods. In this sense, Bowen first dealt with the social responsibility areas of businesses in 1953, and Carroll, with the social responsibility model he created in 1979, dealt with social responsibilities as

4 headings. As a result of the research, a significant and positive correlation was found between all sub-dimensions as a result of the correlation analysis between the corporate social responsibility sub-dimensions and the organizational commitment sub-dimensions, Similar to the study by Duygu Türker (2009), a significant and positive correlation was found between all sub-dimensions as a result of the correlation analysis between corporate social responsibility sub-dimensions and organizational commitment sub-dimensions. According to this, it seems as long as employees see their organizations as environmentally, employees, customer-oriented and legally responsible, their organizational commitment is positively affected.

Another important factor for institutions is undoubtedly the concept of innovation climate. Employees who are considered to be open to the innovation climate have high motivation and low intention to leave. The low intention to leave the job also affects the employee turnover rate and reflects on the profitability of the institutions. When the effect of innovation climate on organizational commitment is examined in the study, similar results were found with the studies of Mayer and Schoorman (1998) and Carmeli and Freund (2006) , and a positive relationship was found between them.

When the relationship between the climate of innovation and the sub-dimensions of organizational commitment was examined, a significant relationship was found between emotional commitment and continuance commitment, which are sub-dimensions of organizational commitment, and innovation climate, while a significant relationship was not observed between normative commitment and innovation climate. This result is another point that draws attention in the research. When we look at the other studies examining the innovation climate and the sub-dimensions of organizational commitment, in the study of Carmeli (2005) there is a relationship between continuance commitment and innovation climate.

In the study of Riketta and Launderer (2005), a significant relationship was observed only between the emotional commitment dimension of organizational commitment.

Normative commitment is affected by the society in which the individual lives, independently of concepts such as innovative climate. Individuals internally feel obliged to stay in the organization. As it can be understood from the researches, this obligation mostly covers the period we call “X generation” and it confirms that “Y generation does not feel such a necessity. Considering the average age of the individuals participating in the survey study, it is observed that the Y generation predominates. Generation Y generally consists of individuals who cannot tolerate injustice and can work highly motivated. Another important feature for the Y generation is that they do not give importance to material things as much as the X generation and they are not obedient individuals. The important elements for this generation are to be appreciated, to feel comfortable in the organization and to enjoy the work they do. If individuals in this generation are not appreciated and dislike their job, they tend to leave the organization quickly. For this reason, it is thought that the perception of innovation climate did not have a significant effect on normative commitment in our study.

Another point that draws attention as a result of the survey study is that the level of corporate social responsibility of men is higher than that of female participants. It is thought that the basis of this difference is the fact that women withdraw completely from business life after having children or the problems they experience in business life with children. In this sense, it is thought that it will be positive for institutions to engage in social responsibility activities such as nursery support and flexible working hours, especially for working mothers. These types of social responsibility activities will increase organizational commitment and job satisfaction and increase the inclusion rate of women in the workforce. In future research, institutions that want to make social responsibility especially for women employees can be determined and the rate of change in the organizational commitment of women employees can be observed before and after social responsibility.

Although the active participation of the participants in social responsibility activities did not cause a significant change in their perceptions of corporate social responsibility and organizational commitment, a positive difference was observed on their perceptions of innovative climate. Based on this result, it is thought that it

will be more beneficial for organizations to actively include their employees in social responsibility projects in order to increase the motivation of institutions and employees.

At the beginning of the research, our main hypothesis was that the innovation climate plays a mediating role in the relationship between corporate social responsibility and organizational commitment. However, according to the results of the regression analysis conducted to determine the mediating role of the innovation climate, the effect of the corporate social responsibility variable on organizational commitment decreased when the innovation climate variable was included in the analysis. According to this result, it can be said that the innovation climate variable has a mediating role between corporate social responsibility and organizational commitment. When the innovation climate was included in the analysis, it was concluded that the effect of corporate social responsibility on organizational commitment decreased, but its significance did not disappear, so it was concluded that the innovation climate was a partial mediator.

According to the results of both previous studies and our research, when the innovation climate is examined one by one, it is seen that it has a positive effect on corporate social responsibility and organizational commitment, and it is seen that the participation of employees in corporate social responsibility activities significantly increases its effect on organizational commitment. It can be thought that one of the most important reasons for this is that it has a positive effect on the organizational commitment of the employees in the institutions where the innovation climate environment is more. Institutions that want to increase organizational commitment, in this sense, work on corporate social responsibility activities and activities that increase the innovation climate will provide higher benefits for the institutions.

When evaluated in terms of the results of this study, especially managers who want to improve the interest of employees in the organization will be able to increase the success of programs and projects that increase the innovation climate by using different aspects or elements of the organizational climate, starting from the

emotional attitudes of the employees. By understanding the organizational climate as a planning or strategic tool, managers will be able to define more accurately the management practices appropriate to the essence or identity of the organization. On the other hand, the organizational climate can be used as a diagnostic and detection tool. For example, while managers deal with organizational regulations, they can achieve their goals more effectively by focusing on employees' corporate social responsibility and innovative organizational climate studies.

In organizations that want to increase employee participation, it is important for employees to determine their work attitudes and aspects of the organizational climate. The results show that when considering new applications throughout the organization, it is necessary to look at the climate of the organization first. According to Zeffane (1994) it is not enough for managers to look only at motivation tools and methods when answering questions about employees' commitment, excitement, morale, loyalty and relationship to the organization. In order to deal with these problems, managers also have to look at the factors and practices that reduce motivation in the organization. A similar situation can be generalized for different organizational climates. In other words, managers can determine the factors and situations that decrease the motivation of the employees and produce negative attitudes by looking at certain areas in the organizational climate. In addition, starting from a predictive behavioral thinking, potential negativities that prevent the innovation climate that the organization wants to implement can be determined in advance and implemented. However, the prerequisite for such predictive behaviors is to examine the organizational climate and especially the attitudes of the employees in relation to them.

5.2. Recommendations

According to the findings of this study, the following suggestions can be made:

1. The success of organizational development and change efforts in the public sport organization requires an innovative climate. For this reason, studies should be carried out to create an innovation climate in the public sport organization.

2. Teamwork is an important dimension in improving the participation of employees in the public sport organization to corporate social responsibility projects. Teamwork: It can be achieved by increasing organizational commitment, job satisfaction, improving human relations, creating an innovation climate and preventing stress.
3. Improving communication is an important dimension to ensure the participation of employees in the public sport organization. In providing communication, commitment to the organization, creation of a supportive climate, innovation climate and prevention of stress are important.
4. Participation in decision making is an important dimension for the participation of employees in the Public sport organization. Participation in decision making; social responsibility, innovation climate and supporting employees are important.
5. Implementation of Total Quality Management, which is a modern management approach in the Public sport organization; communication, teamwork and participation in decisions can be achieved. For this reason, it is necessary to work on increasing the commitment of the employees to the organization, their job satisfaction and preventing stress and creating an innovation climate.
6. Changes and developments over time can be better examined by using periodic data in climate studies to be carried out at the Public sport organization.

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APPENDICES

APPROVAL OF HUMAN SUBJECTS ETHICS COMMITTEE

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER



ORTA DOĞU TEKNİK ÜNİVERSİTESİ
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21 KASIM 2019

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Prof.Dr. Settar KOÇAK

Danışmanlığını yaptığınız Selcan ERGUN'un "Kurumsal Sosyal Sorumluluğun Örgütsel Bağlılık Üzerine Etkisinde Yenilik İkliminin Aracı Rolü" başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülmüş ve 429 ODTU 2019 protokol numarası ile onaylanmıştır.

Saygılarımızla bilgilerinize sunarız.

Prof. Dr. Tolga CAN

Başkan

Prof. Dr. Tolga CAN

Üye

Doç.Dr. Pınar KAYGAN

Üye

Dr. Öğr. Üyesi Ali Emre TURGUT

Üye

Dr. Öğr. Üyesi Şerife SEVİNÇ

Üye

Dr. Öğr. Üyesi Müge GUNDÖZ

Üye

Dr. Öğr. Üyesi Süreyya Özcan KABASAKAL

Üye

B. QUESTIONNAIRES

Değerli Katılımcı;

Aşağıda sizlerin demografik bilgilerinizi sorgulayan ifadelerin yanı sıra kurumsal sosyal sorumluluğa ve yenilik iklimine ilişkin bakış açınızda etkili olabileceği düşünülen bazı ifadelere yer verilmiştir. Bu ifadelerin önem derecesini liste üzerinde ayrılan alana işaretleyiniz. Her birey, diğer bireylerden farklı olduğundan bu ankette doğru veya yanlış cevap yoktur. Cevaplarınız gizli tutulacak ve sadece bu araştırma kapsamında kullanılacaktır. Göstereceğiniz ilgi ve özene şimdiden teşekkür ederim. Uygulama süresi yaklaşık 8 dakikadır.

1) Yaşınız:

2) Cinsiyetiniz: Erkek Kadın

3) Aylık Geliriniz:.....

4) En Son Tamamladığınız Eğitim: İlköğretim Lise Üniversite Lisansüstü
 Doktora

5) Medeni Durumunuz: Evli Bekâr Boşanmış

6) Mevcut Kurumunuzdaki Mesleki Hizmet Yılıınız:(Lütfen yazınız)

7) Daha önce herhangi bir gönüllülük ya da sosyal sorumluluk projesinde yer almış olma:

Evet Hayır

Aşağıdaki kurumsal sosyal sorumluluk ile ilgili ifadelere ne kadar katıldığınızı; “kesinlikle katılmıyorum, katılmıyorum, kararsızım, katılıyorum, kesinlikle katılıyorum” seçeneklerinden birini işaretleyerek belirtiniz.

	Kurumsal Sosyal Sorumluluk	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1.	Kurumumuz topluma yönelik sosyal sorumluluklara büyük önem verir.	1	2	3	4	5
2.	Kurumumuz topluma katkı sağlayacak organizasyon ve projelere katkı sağlamaya çalışmaktadır.	1	2	3	4	5
3.	Kurumumuzda çevreye olan olumsuz etkileri azaltan çeşitli programlar uygulanmaktadır.	1	2	3	4	5
4.	Kurumumuz doğal çevreyi korumaya ve geliştirmeye dönük faaliyetlere aktif olarak katılmaktadır.	1	2	3	4	5
5.	Kurumumuz, gelecek nesilleri de gözetken bir sürdürülebilir büyümeyi hedefler.	1	2	3	4	5
6.	Kurumumuz, gelecek nesillere yönelik sosyal yatırımlar yapmaya çalışır.	1	2	3	4	5
7.	Kurumumuzda tüm çalışanların gönüllü çalışmalarına ve hayır kurumu faaliyetlerine katılımı teşvik edilir.	1	2	3	4	5
8.	Kurumumuz değişik alanlarda çalışan dernek ve vakıfları, çeşitli yollarla teşvik eder.	1	2	3	4	5
9.	Kurumumuz eğitim almak isteyen çalışanlarını destekler.	1	2	3	4	5
10.	Kurumumuz çalışanların yeteneklerini ve kariyerlerini geliştirmelerini teşvik edici politikalara sahiptir.	1	2	3	4	5
11.	Kurumumuz, çalışanların iş-özel yaşam dengesini kurmalarını sağlayan esnek politikalar uygular.	1	2	3	4	5
12.	Kurumumuz, çalışanların istek ve ihtiyaçlarına önem veren bir yönetime sahiptir.	1	2	3	4	5
13.	Yönetimin çalışanlar hakkında aldığı kararlar genellikle adildir.	1	2	3	4	5
14.	Kurumumuz, hizmetleri hakkında vatandaşa tam ve doğru bilgi sunmaktadır.	1	2	3	4	5
15.	Kurumumuz tüketici hakları konusunda yasal düzenlemelerin ötesinde bir duyarlılığa sahiptir.	1	2	3	4	5
16.	Kurumumuz vatandaş memnuniyetine büyük önem verir.	1	2	3	4	5

Sosyal ve sosyal olmayan paydaşlara yönelik sorumluluk alt boyutu (1-2-3-4-5-6-7-8) α :0,80;
Çalışanlara yönelik sorumluluk altboyutu (9-10-11-12-13) α :0,75;
Bireylere yönelik sorumluluk altboyutu (14-15-16) α :0,78;
Toplam α :0,78; Açıklanan varyans: **65,746**

Yenilik İklimi Ölçeği		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
Bu kurum/ Bu kurumda						
1.	Yaratıcılık teşvik edilir.	1	2	3	4	5
2.	Yaratıcı uygulamalarımız yöneticiler tarafından değer görülür.	1	2	3	4	5
3.	Çalışanların aynı problemi farklı yollarla çözmelerine izin verilir.	1	2	3	4	5
4.	Sürekli değişime uyum sağlayabilen (esnek) bir organizasyon olarak tanımlanabilir.	1	2	3	4	5
5.	Değişime açık ve isteklidir.	1	2	3	4	5
6.	Farklı olduğu için bir kişinin başı derde girebilir.	1	2	3	4	5
7.	Bir kişinin çok farklı şeyler yapması öfke uyandırır.	1	2	3	4	5
8.	Bir kişinin varlığını sürdürülebilmesinin tek yolu diğerleri gibi düşünmesidir.	1	2	3	4	5
9.	Çalışanlardan sorunları aynı şekilde ele almaları beklenir.	1	2	3	4	5
10.	Değişimden çok bulunduğu konumu korumayla ilgilenir.	1	2	3	4	5
11.	Ödüllendirme sistemi daha çok sisteme karşı gelmeyenleri ödüllendirir.	1	2	3	4	5
12.	Yeniliğe ayrılmış yeterli kaynak vardır.	1	2	3	4	5
13.	Yaratıcı fikir geliştirmek için yeterli zaman vardır.	1	2	3	4	5
14.	Yaratıcı fikir geliştirmem için çalışma saatleri içerisinde bana boş zaman verilir.	1	2	3	4	5

Yeniliği destekleme (1-2-3-4-5) α :0,85- Yeniliği engelleme (6-7-8-9-10-11) α :0,77-
Kaynak sağlama (12-13-14-) α :0,73 - Toplam α :0,82; Açıklanan varyans: %56,442

Örgütsel Bağlılık Ölçeği		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1.	Meslek hayatımın geri kalan kısmını bu kurumda geçirmek beni çok mutlu eder.	1	2	3	4	5
2.	Bu kurumun problemlerini gerçekten kendi problemlerim gibi görüyorum.	1	2	3	4	5
3.	Kurumuma karşı güçlü bir aidiyet hissetmiyorum.	1	2	3	4	5
4.	Bu kuruma karşı duygusal bağlılık hissetmiyorum.	1	2	3	4	5
5.	Bu kurumda kendimi "ailenin bir parçası" gibi görmüyorum.	1	2	3	4	5
6.	Bu kurumun benim için çok özel bir yeri vardır.	1	2	3	4	5
7.	Şu anda bu kurumda çalışıyor olmam, hem kendi isteğimden hem de şartların bunu gerektirmesindedir.	1	2	3	4	5
8.	Kurumumdan ayrılmayı isteseydim dahi şu anda bu bana çok zor gelirdi.	1	2	3	4	5
9.	Şu anda kurumumdan ayrılacak olsam, hayatımda birçok şey alt üst olur.	1	2	3	4	5
10.	Bu kurumdan ayrılmamı düşündürecek seçenekler oldukça azdır.	1	2	3	4	5
11.	Eğer bu kuruma kendimden çok şey katmamış olsaydım, başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5
12.	Bu kurumdan ayrılacak olsam, uygun alternatiflerim az olur.	1	2	3	4	5
13.	Bu kurumda çalışmaya devam etmek için yöneticilerime karşı bir minnet borcu/sorumluluk hissetmiyorum.	1	2	3	4	5
14.	Eğer bu kurumdan ayrılmak benim yararına olsa dahi şu anda buradan ayrılmanın doğru olmadığını düşünüyorum.	1	2	3	4	5
15.	Bu kurumdaki insanlara karşı bir minnet borcu/sorumluluk hissettiğim için şu anda bu kurumdan ayrılmam.	1	2	3	4	5
16.	Bu kuruma çok şey borçluyum.	1	2	3	4	5
17.	Kurumumdan şu anda ayrılacak olsam kendimi suçlu hissederim.	1	2	3	4	5
18.	Bu kurum benim sadakatimi (bağlılığımı) hak ediyor.	1	2	3	4	5

"Duygusal bağlılık" 6 madde (1, 2, 3, 4, 5, 6), "Devam bağlılığı" 6 madde (7, 8, 9, 10, 11, 12) ve "Normatif bağlılık" ise yine 6 madde (13, 14, 15, 16, 17, 18) oluşmaktadır. Toplam açıklanan varyans oranı: % 52,719'dur.

C. RESEARCH VOLUNTEER PARTICIPATION FORM

Gönüllü Katılım Formu

Bu çalışma, Prof. Dr. Settar KOÇAK danışmanlığında doktora öğrencisi Selcan ERGUN tarafından yürütülen bir çalışmadır. Çalışmanın amacı, kurumsal sosyal sorumluluğun örgütsel bağlılıkla ilişkisinde yenilik ikliminin rolü ile ilgili bilgi toplamaktır. Çalışmaya katılım tamamiyle gönüllülük temelinde olmalıdır. Ankette, sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamimiyle gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler bilimsel yayımlarda kullanılacaktır.

Anket, genel olarak kişisel rahatsızlık verecek soruları içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakıp çıkmakta serbestsiniz. Böyle bir durumda anketi uygulayan kişiye, anketi tamamlamadığınızı söylemek yeterli olacaktır. Anket sonunda, bu çalışmayla ilgili sorularınız cevaplanacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için Beden Bölümü öğretim üyelerinden Prof. Dr. Settar KOÇAK (E-posta:) ya da araştırmacı Selcan ERGUN (E-posta:) ile iletişim kurabilirsiniz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum. (Formu doldurup imzaladıktan sonra uygulayıcıya geri veriniz).

İsim Soyad

Tarih

İmza

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E. TURKISH SUMMARY / TÜRKÇE ÖZET

GİRİŞ

Bilim ve teknolojinin gelişmesi karşısında spor yönetimi alanında ortaya çıkan gereksinimlerin karşılanabilmesi, spor örgütlerinin insan merkezli, demokratik, katılımcı, dinamik, gelişime açık, verimliliği önemseyen, hizmetlerde ve yönetimde kaliteyi temel alan bir spor yönetim yaklaşımının benimsenmesini zorunlu hale getirmiştir. Bu durum karşısında yönetim anlayışlarının çağdaş anlayışlara göre düzenlenmesi için geliştirilen ve dünyanın gündeminde uzun süreden beri yer alan “Toplam Kalite Yönetimi”, ülkemizde örgütsel arayışlar içinde yeni tartışılmaya ve uygulanmaya başlayan bir yönetim anlayışıdır. Toplam kalite yönetiminin spor örgütlerine uygulanması düşüncesi ise çok daha yenidir. Sims ve Lafollette (1975) uzun süreden beri örgütsel arayışların merkezinde olan toplam kalite yönetiminin uygulanabilmesi için, örgüt ikliminin öncelikle anlaşılması gerektiğini vurgulamaktadır. Shadur (1995) ise, örgütsel etkinliği artırıcı her türlü program ve projenin uygulanabilmesi örgüt iklimini anlamayı gerektirdiğini ifade etmektedir.

Örgüt iklimi, 1960’lı yıllardan itibaren örgüt kuramcıları, yönetim bilimciler, davranış bilimciler ve uygulamacılar arasında oldukça ilgi görmeye başlamış bir araştırma konusudur. Bu kavramın ayrıntılı bir çözümlemesini yapan Ertekin (1977) iklim tanımına temel olacak kültür kavramının, daha geniş anlamı olduğunu belirterek iklimi, örgüte kimliğini kazandıran, üyelerin davranışlarını etkileyen ve üyeler tarafından algılanan, örgütün tümüne yaygın egemen uygulama ve koşullar dizisi olarak tanımlamıştır.

Bazı yönetim bilimciler tarafından da, örgüt iklimi; Hoy ve Miskel (1982) örgütün kişiliği, Varol (1989) örgüt kültürünün, örgütte yarattığı hava, Cooke ve Rousseau (1988) grup üyelerinin örgütsel yapının özelliklerine ilişkin bireysel algılarını ve doyum düzeylerini yansıtmaktadır, şeklinde ifade edilmiştir. Altman (2000) örgüt

iklimini çalışanların kurumlarına yönelik algılamaları, Ay ve Çelik (2003) göre ise örgüt çalışanlarının, örgüte ve örgütün faaliyet, karar ve süreçlerine yönelik algılamalarıdır biçiminde tanımlanmıştır.

Bir örgütte egemen olan iklimin anlaşılması, yönetim sürecinin incelenmesinde ve sağlığa kavuşmasında önemli bir aşamadır. Örgüt çalışanlarının çoğunluğunca algılanabilen ve örgüte belirli bir kimlik kazandıran örgüt iklimi kavramı, örgütte insan davranışını açıklamada oldukça yararlı bir değişkenler grubunu oluşturmaktadır.

Örgüt yöneticilerinin ve çalışanlarının örgüt iklimini, değişik boyutlarda nasıl algıladıklarının anlaşılmasıyla, örgütlerin kendi iç yönetimsel sorunlarının neler olduğu hakkında bir takım fikirler elde edilebilmesi olanaklıdır. Çalışanların örgüte olan ilgilerini, bağlılıklarını ve katılımlarını geliştirmek için yapılan plan ve projeler iklim uygun olduğu sürece başarılı olacaktır. Bu araştırma, kamu spor kurumunun örgütsel etkinlik için yeni yönetim anlayışlarının uygulanmasında başarılı olunabilmesi için, iklim değişkenlerini anlamaya olanak vereceği ve yol göstereceği için önemlidir.

Modern endüstriyel örgütlerin bulunduğu mevcut pazar çevresi, yoğun küresel rekabet, hızlı teknolojik değişikliklerin yaşanılması ve artan bilinçli tüketicilerle karakterize edilmektedir. Bu durum örgütlerin kendilerini ve amaçlarını devamlı gözden geçirmeleri, ayrıca mevcut yapılarını ve süreçlerini, yeni stratejiler yeni ürünler ve yeni hizmetler yaratmak amacıyla yeniden organize etmek için bir baskı oluşturmaktadır. Örgütlerin rekabetçi ortamda varolabilmesi ve örgütsel kaynakların daha etkili kullanımına gereksinim duymaları, yenilik örgüt iklimlerinin oluşmasına yol açmıştır. Bu yüzden yeniliğin modern iş dünyasında önemli bir yeri vardır.

Bir örgütün yenilik kapasitesi çok sayıda faktör tarafından belirlenir. Bu faktörler o örgütün kendi iç organizasyonu ve iş çevresiyle ilişkilidir. Örgütsel faktörler dikkate alındığında yüksek derecede görüş birliği vardır. Bu görüş birliği, dış iletişimin

önemi (organizasyon ve onun çevresi arasındaki ilişki) ve iç iletişim (çalışanlar ve çalışanların birimleri ile ilişkileri) ile ilgilidir.

Türkiye’de toplumsal değişim sürecinde, teknik ve ekonomik boyutla ilgili hizmet örgütleri, giderek güçlenir ve büyürken, devletin yürütmekle sorumlu olduğu geleneksel hizmet kuruluşları da varlığını sürdürmektedir. Bir geleneksel hizmet kuruluşu ve ülkemizde sporu yöneten yönlendiren kurum olan kamu spor kurumu merkez örgütünde kurumsal sosyal sorumluluğun örgütsel bağlılığın belirleyicilerinden olduğu düşünülen yenilik ikliminin rolü ele alınıp incelenecektir.

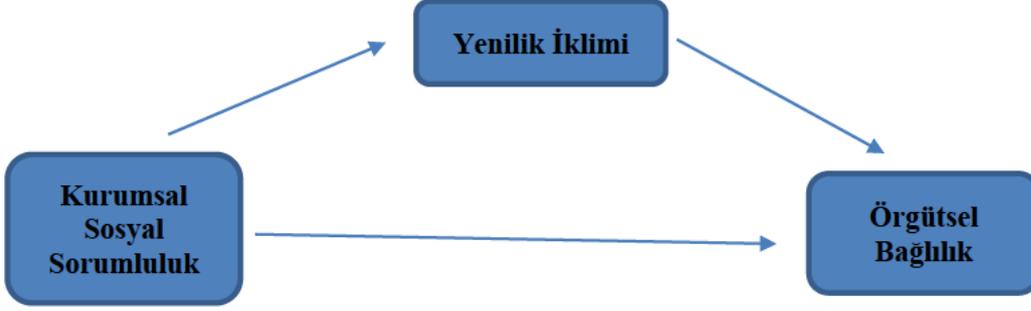
Kurumsal sosyal sorumluluğun örgütsel bağlılıkla ilişkisinde yenilik ikliminin aracı rolünün incelenmesini konu alan bu araştırmanın hareket noktası, değişimin günümüzde süreklilik kazanması ve yönetsel alanda toplam kalite, yalın yönetim ve küresel yönetim gibi yönetim tekniklerinin örgütler tarafından kaçınılmaz olarak gündemlerine alınmış olmasıdır. Spor alanındaki örgütlerde insan faktörünün ve onu etkileyen çevresel değişimlerin incelenmesi, örgütlerin daha verimli daha başarılı ve topluma yarar sağlaması kapsamındaki tüm çabalar, öncelikle iklim ve kültür çalışmaları yapılmadığı sürece boşa çıkacaktır. Yenilik iklimi konusunun yeterince incelenmemiş olması ve kamu spor kurumu merkez örgütünde yenilik iklimi boyutunda ilk kez ele alınması araştırmaya, orijinal olma özelliği kazandırmaktadır.

METODOLOJİ

Bir geleneksel hizmet kuruluşu ve ülkemizde sporu yöneten yönlendiren bir kamu spor kurumu merkez örgütünde kurumsal sosyal sorumluluğun örgütsel bağlılığın belirleyicilerinden olduğu düşünülen yenilik ikliminin rolü ele alınıp incelenecektir. Spor alanındaki örgütlerde insan faktörünün ve onu etkileyen çevresel değişimlerin incelenmesi, örgütlerin daha verimli daha başarılı ve topluma yarar sağlaması kapsamındaki tüm çabalar, öncelikle iklim ve kültür çalışmaları yapılmadığı sürece boşa çıkacaktır. Yenilik iklimi konusunun yeterince incelenmemiş olması ve kamu spor kurumu merkez örgütünde bu konunun çalışanların katılımı ile ilgili algılama boyutunda ilk kez ele alınması araştırmaya, orijinal olma özelliği kazandırmaktadır.

4. Araştırmanın modeli ve Hipotezler

Kurumsal sosyal sorumluluk ile örgütsel bağlılık arasında yenilik ikliminin aracılık ilişkisini incelemek için aşağıdaki model geliştirilmiştir.



Şekil 1. Araştırmanın Modeli

Aracılık ilişkisini belirlemek için modelde üç farklı ilişki öngörülmektedir. Bunların ilki kurumsal sosyal sorumluluk ile örgütsel bağlılık arasındaki ilişki; ikincisi kurumsal sosyal sorumluluk ile yenilik iklimi arasındaki ilişki; üçüncüsü ise, yenilik iklimi ile örgütsel bağlılık arasındaki ilişkidir. Alanyazında yapılan bir çok çalışma kurumsal sosyal sorumluluk ve örgütsel bağlılık arasında ilişki olduğunu vurgulamaktadır. Bunun yanısıra yenilik iklimi ve örgütsel bağlılık arasındaki ilişkiyi vurgulayan çalışmalar da bulunmaktadır.

Araştırma hipotezleri şu şekilde oluşturulmuştur:

1. Kamu spor kurumu çalışanlarının kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında yenilik ikliminin aracılık ilişkisi vardır.
2. Kamu spor kurumu çalışanlarının kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında yeniliği destekleme alt boyutunun aracılık ilişkisi vardır.
3. Kamu spor kurumu çalışanlarının kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında yeniliği engelleme alt boyutunun aracılık ilişkisi vardır.
4. Kamu spor kurumu çalışanlarının kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında kaynak sağlama alt boyutunun aracılık ilişkisi vardır.
5. Kamu spor kurumu çalışanlarının örgütsel bağlılıkları ve kurumsal sosyal sorumlulukları cinsiyete göre farklılık gösterir.

6. Kamu spor kurumu çalışanlarının örgütsel bağlılıkları ve kurumsal sosyal sorumlulukları çalışma yılına göre farklılık gösterir.

5. YÖNTEM

Bu bölümde araştırmanın modeli, evren ve örneklem, araştırmada kullanılan veri toplama araçları ve verilerin analizi ve kullanılan istatistiksel yöntemlere ilişkin bilgilere yer verilmiştir. Araştırmada kullanılan ölçekler ve kişisel bilgi formu 486 kişiye uygulanmış ve verilerin analizinde SPSS 22 programı kullanılmıştır.

Veri Toplama Araçları

Araştırmada kullanılacak olan veri toplama aracı 4 bölümden oluşmuştur.

1- Demografik Bilgi Formu: Araştırmacılar tarafından geliştirilecek olan demografik bilgi formunda araştırma grubunun kurumsal sosyal sorumluluk ve yenilik iklimine ilişkin görüşlerinde etkili olabileceği düşünülen kurumda geçen hizmet yılı, cinsiyet, eğitim durumu, medeni durum, kadro derecesi gibi değişkenleri sorgulayan ifadeler yer verilecektir.

2-Yenilik İklım Ölçeđi: Çalışanların yenilikçi davranışlarını etkileyen faktörler üzerinde önemli katkısı bulunan Scott ve Bruce (1994) tarafından geliştirilen Türkçe uyarlaması Sönmez ve ark., (2017) tarafından yapılan 3 alt boyut ve toplam 14 maddeden oluşan 5’li Likert türünde bir ölçektir. (1: Kesinlikle Katılmıyorum-5: Kesinlikle Katılıyorum). Ölçeğin alt boyutlarına ilişkin Cronbach. Alfa değerleri “Yeniliđi destekleme” α :0,85; “Yeniliđi engelleme” α :0,77; “Kaynak sağlama” α :0,73 ve toplam ölçek için α :0,82’tir. Ölçeğin açıklanan varyans oranı 56,442’dir. Ölçeđe ilişkin yapılan doğrulayıcı faktör analizinde uyum iyiliđi indeksleri şu şekildedir: $\chi^2=1735.31$ df=208; RMSEA=.149; GFI=.68; AGFI=.61; CFI=.63; IFI=.63.

3-Kurumsal Sosyal Sorumluluk Ölçeđi: Çalışanların kurumsal sosyal sorumluluk algısını ölçmek amacıyla Türker (2008) tarafımdan geliştirilen 4 alt boyut ve 18 maddeden oluşan kurumsal sosyal sorumluluk ölçeđi kullanılacaktır. Ölçeğin Kamu

spor kurumu çalışanlarına uygulanması planlandığından kurumun devlete karşı sorumluluğunu ölçen “devlete yönelik sorumluluk” alt boyutu (2 madde: 1- kurumumuz her zaman vergilerini zamanında ve eksiksiz öder. 2- kurumumuz devlete karşı yasal yükümlülüklerini zamanında ve eksiksiz yerine getirmeye önem verir.) ölçekten çıkarılacaktır. Dolayısıyla ölçek 3 alt boyut ve toplam 16 maddeden oluşan 5’li Likert türünde bir ölçektir (1: Kesinlikle Katılmıyorum-5: Kesinlikle Katılıyorum). Ölçeğin alt boyutlarına ilişkin Cronbach. Alfa değerleri “Sosyal ve sosyal olmayan paydaşlara yönelik sorumluluk” α :0,80; “Çalışanlara yönelik sorumluluk” α :0,75; “Bireylere yönelik sorumluluk” α :0,78 ve toplam ölçek için α :0,78’tir. Ölçeğin açıklanan varyans oranı 66,746’dır.

4- Örgütsel Bağlılık Ölçeği: Meyer, Allen ve Smith (1993) tarafından geliştirilen Örgütsel Bağlılık Ölçeği’ni (Organizational Commitment Scale)18 madde ve 3 alt boyuttan oluşmaktadır. Ölçeğin Türkçe geçerlik güvenirlik çalışması Dağlı et al., (2018) tarafından yapılmıştır. Örgütsel bağlılık, Meyer, Allen ve Smith, (1993) tarafından üç boyutlu bir kavram olarak ele alınmıştır. Meyer, Allen ve Smith’in üç boyutlu örgütsel bağlılık modeline göre örgüte bağlılık; (1)“duygusal bağlılık, (2) devam bağlılığı ve (3) normatif bağlılık” olmak üzere üç farklı şekilde ortaya çıkmaktadır. Bu boyutlar farklı çalışmalarda doğrulanmıştır (Lee, Allen, Meyer ve Rhee, 2001: 569; Allen ve Meyer, 1996: 253; Meyer, Stanley ve Parfyonova, 2012: 1; Meyer, Stanley, Jackson, McInnis, Maltin ve Sheppard, 2012: 226). Ölçeğin alt boyutlarına ilişkin Cronbach. Alfa değerleri Birinci alt boyut olan “duygusal bağlılık” 0,80; ikinci alt boyut olan “devam bağlılığı” 0,73 ve üçüncü alt boyut olan “normatif bağlılık” için ise 0,80’dır. Toplam açıklanan varyans oranı: % 52,719’dur. Ölçeğin 3, 4, 5 ve 13. maddeleri ters maddelerdir. Ölçeğe ilişkin doğrulayıcı faktör analizi yapılmış ve uyum iyiliği değerlerinin kabul edilebilir ve mükemmel değerler aralığında olduğu görülmüştür

BULGULAR

Sürecin başında ölçekler bazında eksik dataların kontrolü sağlanarak missing value analizi yapılmıştır. EM Means anlamlılık değerinin her bir ölçek bazında $>0,05$ çıkması nedeniyle cevapların rassal dağıldığı tespit edilmiş ve eksik verilere grup

ortalamalarının atanması sağlanmıştır. İlgili atamaların yapılması sonrasında faktör ve güvenilirlik analizleri yapılmıştır. Analizlere geçilmeden önce normallik varsayımları kontrol edilmiştir. Bu varsayımlar sırasıyla Kolmogorov-Smirnov ve Shapiro Wilk istatistik değerlerinin kıyaslanması, çarpıklık basıklık değerleri, değişim katsayısı ve q-q plot grafiklerinin yorumlanması ile sağlanmıştır. Bu işlemler sonucunda outliers olarak belirlenen 2 cevap anketten çıkartılmıştır. Her bir varsayım bazında verilerin normallik koşullarına uyumu kontrol edilerek verilerin normal dağılım göstermesi nedeniyle parametrik testler kullanılmıştır. Bağımlı ve bağımsız değişkenler arasındaki aracılık ilişkisi SPSS'e process uzantısı eklenerek Hayes Teoremine göre incelenmiştir. Bu kapsamda Model 4 seçilerek ilgili regresyon modeli kurularak aracı değişken etkisi hizmet yılına göre farklılaşıp farklılaşmadığını tek yönlü varyans analizi (ANOVA) , cinsiyete göre farklılaşma durumu ise independent sample t test ile incelenmiştir. Kurumsal sosyal sorumluluk, yenilik iklimi ve örgütsel bağlılık arasındaki ilişkinin yönü ve etkisi Pearson korelasyon analizi ile incelenmiştir. İstatistiksel anlamlılık düzeyi $p < 0.05$ olarak kabul edilmiştir.

ÖRNEKLEM

Örneklemin 162'si (%33.5) kadın, 322'si (%66.5) ise erkek katılımcılardan oluşmaktadır. Ankete giren katılımcıların eğitim seviyesine bakıldığında 4'ü (%0.8) ilköğretim, 32'si (%6.6) lise, 329'u (%68) lisans, 107'si (%22,1) yüksek lisans ve 12'si (%2.5) doktora mezunu oldukları görülmüştür. Katılımcıların medeni durumları incelendiğinde 345'inin (%71.3) evli, 109'unun (%22.5) bekar ve 29'unun (%6) boşanmış olduğu görülmektedir. Hizmet yılına göre katılımcıların 174'ü (%36) 0-5 yıl arasında tecrübeye, 154'ü (%31,8) 6-10 yıl arası ve 156'sı (%32.2) 11 yıl ve üstü hizmet yılına sahiptir. Kişilere gönüllülük ya da sosyal sorumluluk projelerine katılım durumları sorulduğunda 275'inin (%56.8) ve 207'sinin (%42.8) hayır cevabı verdikleri görülmüştür.

Tablo 1. Araştırma örneklemine ilişkin Demografik Bilgiler

Betimleyici İstatistikler	N	%
Cinsiyet		
Kadın	162	33,5
Erkek	322	66,5
Eğitim Düzeyi		
İlköğretim	4	0,8
Lise	32	6,6
Lisans	329	68,0
Yüksek Lisans	107	22,1
Doktora	12	2,5
Medeni Durum		
Evli	345	71,3
Bekar	109	22,5
Boşanmış	29	6,0
Hizmet Yılı		
0-5 Yıl	174	36
6-10 Yıl	154	31,8
11 Yıl ve Üstü	156	32,2
Gönüllü ya da Sosyal Sorumluluk Projelerinde Yer Alma		
Evet	275	56,8
Hayır	207	42,8

Tablo 2. Kurumsal sosyal sorumluluk ölçeğine ait faktör yapısı ve güvenilirlik sonuçları

Kurumsal	KMO	Bartlett	Sig	df	
Sosyal Sorumluluk	,937	6577,973	,000	120	
Faktör Yüğü					
Sorular	Sosyal ve Sosyal Olmayan Paydaşlara Yönelik Sorumluluk	Çalışanlara Yönelik Sorumluluk	Bireylere Yönelik Sorumluluk	Güvenilirlik Değeri (Cronbac Alpha)	Ort.
KSS2	,928			,926	4,01
KSS1	,911				3,97
KSS3	,865				3,86
KSS5	,828				3,87
KSS6	,820				3,92
KSS4	,800				3,82
KSS8	,403				3,51
KSS7	,348			3,34	
KSS12		,949		,929	3,11
KSS10		,903			3,19
KSS13		,878			3,05
KSS11		,876			3,09
KSS9		,788		3,41	
KSS16			,635	,867	3,87
KSS14			,604		3,76
KSS15			,535		3,56
Toplam				,951	
Açıklanan Varyans			Toplam Varyanstaki Değişim		
74,416			74,416		

Yapılan Bartlett testi sonucunda ($p=0,000<0,05$) olduğundan değişkenler arasında ilişki olduğu kabul edilmiştir. Örnek büyüklüğünün faktör analizi için uygun olup olmadığını anlaşılması için yapılan test sonucunda $KMO=0.937$ olarak

hesaplanmıştır. Bu değer çok iyi bir değer olarak kabul edilmektedir. $KMO=0,937 > 0,60$ olduğundan örnek büyüklüğünün faktör analizi uygulanması için yeterli olduğu anlaşılmaktadır. Kurumsal sosyal sorumluluk ölçeği için yapılan faktör analizi sonucunda 3 faktör belirlenmiş ve bu faktörlerin toplamı varyansın %74,42'sini açıkladığı görülmüştür. Toplam varyansın %57,98'ini birinci, %10,80'ini ikinci ve %5,64'ünü üçüncü faktör açıklamaktadır.

Faktör analizi uygulamasında “oblimin” yöntemi uygulanarak sonuçlar “Pattern Matrix” tablosundan bakılarak soru maddelerinin faktör yükleri ve binişik maddeler incelenmiştir. Faktör yükleri arasında binişik yüklerin olmaması nedeniyle çalışmadan herhangi bir sorunun çıkartılmaması sağlanmıştır.

Güvenilirlik analizi sonucuna göre α (Cronbach Alpha) katsayısının .951 olduğu görülmektedir. Kendi içinde bu değerler incelendiğinde sosyal ve sosyal olmayan paydaşlara yönelik sorumluluk alt boyutuna yönelik 1-8 arasında yer alan sorulara karşılık gelen α (Cronbach Alpha) katsayısının .926 olduğu görülmektedir. Bu değer yüksek derecede güvenli bir ölçek aralığına tekabül ettiği görülmektedir. Çalışanlara yönelik sorumluluk alt boyutuna yönelik 9-13 arasında yer alan sorular sorulmuş ve karşılık gelen α (Cronbach Alpha) katsayısının .929 olduğu görülmektedir. Bireylere yönelik sorumluluk alt boyutuna yönelik 16-18 arasındaki sorular sorulmuş ve karşılık gelen α (Cronbach Alpha) katsayısının .867 olduğu görülmüştür. Kurumsal sosyal sorumluluk ölçeğinin genel ve alt boyutlar bazında güvenilirleri incelendiğinde oldukça yüksek bir güvenilirlik skoruna sahip olduğu görülmektedir.

Tablo 3. Yenilik İklimi Ölçeğine ait faktör yapısı ve güvenilirlik sonuçları

Yenilik İklimi	KMO	Bartlett	Sig	df	
	,931	5031,438	,000	91	
Faktör Yüğü					
Sorular	Yenilięi Destekleme	Yenilięi Engelleme	Kaynak Saęlama	Güvenilirlik Deęeri (Cronbach Alpha)	Ort .
Yİ5	,928			,943	3,28
Yİ4	,902				3,27
Yİ1	,861				3,26
Yİ2	,834				3,22
Yİ3	,817				3,22
Yİ9		,852		,909	2,99
Yİ7		,825			3,08
Yİ6		,823			3,05
Yİ8		,802			3,30
Yİ10		,772			2,78
Yİ11		,748			2,72
Yİ14			,868	,752	2,96
Yİ13			,845		3,30
Yİ12			,217		3,23
Toplam				,933	
	Açıklanan Varyans			Toplam Varyanstaki Deęişim	
	73,378			73,378	

Yapılan Barlett testi sonucunda ($p=0,000<0,05$) olduğundan deęişkenler arasında ilişki olduğu kabul edilmiştir. Örnek büyüklüğünün faktör analizi için uygun olup olmadığının anlaşılması için yapılan test sonucunda $KMO=0.931$ olarak hesaplanmıştır. $KMO=0,931> 0,60$ olduğundan örnek büyüklüğünün faktör analizi uygulanması için yeterli olduğu anlaşılmaktadır. Yenilik iklimi ölçeęi için yapılan faktör analizi sonucunda 3 faktör belirlenmiş ve bu faktörlerin toplamı varyansın %73,38'ini açıkladığı görülmüştür. Toplam varyansın %54,14'ünü birinci, %13,73'ünü ikinci ve %5,50'sini üçüncü faktör açıklamaktadır.

Güvenilirlik analizi sonucuna göre α (Cronbach Alpha) katsayısının .933 olduğu görülmektedir. Kendi içinde bu deęerler incelendiğinde yenilięi destekleme alt boyutuna yönelik 1-5 arasında yer alan sorulara karşılık gelen α (Cronbach Alpha) katsayısının .943 olduğu görülmektedir. Yenilięi engelleme alt boyutuna yönelik 6-11 arasında yer alan sorular sorulmuş ve karşılık gelen α (Cronbach Alpha) katsayısının .909 olduğu görülmektedir. Kaynak saęlama alt boyutuna yönelik 12-14 arasındaki sorular sorulmuş ve karşılık gelen α (Cronbach Alpha)

katsayısının .752 olduğu görülmüştür. Yenilik iklim ölçeğinin genel ve alt boyutlar bazında güvenilirleri incelendiğinde oldukça yüksek bir güvenilirlik skoruna sahip olduğu görülmektedir.

Tablo 4. Örgütsel Bağlılık Ölçeğine ait faktör yapısı ve güvenilirlik sonuçları

Örgütsel Bağlılık	KMO	Bartlett	Sig	df	
	,907	4066,163	,000	153	
Faktör Yüğü					
Sorular	Duygusal Bağlılık	Devam Bağlılığı	Normatif Bağlılık	Güvenilirlik Değeri (Cronbach Alpha)	Ort .
ÖB6	,761			,861	3,74
ÖB1	,760				3,45
ÖB4	,661				3,59
ÖB5	,652				3,39
ÖB2	,614				3,77
ÖB3	,564				3,37
ÖB10		,670		,684	3,39
ÖB8		,587			3,69
ÖB9		,466			3,27
ÖB7		,369			4,05
ÖB11		,268			3,32
ÖB12		,200			3,03
ÖB18			,816	,848	3,48
ÖB16			,782		3,30
ÖB17			,717		2,77
ÖB15			,661		2,81
ÖB13			,572		3,01
ÖB14			,529		3,41
Toplam				,894	
	Açıklanan Varyans		Toplam Varyanstaki Değişim		
	55,661		55,661		

Yapılan Barlett testi sonucunda ($p=0,000<0,05$) olduğundan değişkenler arasında ilişki olduğu kabul edilmiştir. Örnek büyüklüğünün faktör analizi için uygun olup olmadığının anlaşılması için yapılan test sonucunda $KMO=0.907$ olarak hesaplanmıştır. $KMO=0,907> 0,60$ olduğundan örnek büyüklüğünün faktör analizi uygulanması için yeterli olduğu anlaşılmaktadır. Örgütsel bağlılık ölçeği için yapılan faktör analizi sonucunda 3 faktör belirlenmiş ve bu faktörlerin toplamı varyansın %55,66'sını açıkladığı görülmüştür. Toplam varyansın %37,83'ünü birinci, %11,89'unu ikinci ve %6,95'ini üçüncü faktör açıklamaktadır.

Güvenilirlik analizi sonucuna göre α (Cronbach Alpha) katsayısının .894 olduğu görülmektedir. Kendi içinde bu değerler incelendiğinde duygusal bağlılık alt boyutuna yönelik 1-6 arasında yer alan sorulara karşılık gelen α (Cronbach Alpha) katsayısının .861 olduğu görülmektedir. Devam bağlılığı alt boyutuna yönelik 6-12 arasında yer alan sorular sorulmuş ve karşılık gelen α (Cronbach Alpha) katsayısının .684 olduğu görülmektedir. Normatif bağlılık alt boyutuna yönelik 13-18 arasındaki sorular sorulmuş ve karşılık gelen α (Cronbach Alpha) katsayısının .848 olduğu görülmüştür. Örgütsel bağlılık ölçeğinin genel ve alt boyutlar bazında güvenilirleri incelendiğinde oldukça yüksek bir güvenilirlik skoruna sahip olduğu görülmektedir.

Tablo 5. Kamu spor kurumu çalışanlarının kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında yenilik ikliminin aracılık ilişkisi

Bağımlı Değişken: Örgütsel Bağlılık								
Model 1								
R	R-Sqr (R²)		MSE	F		df1	df2	p
,6289	,3956		,3127	315,4300		1,0000	482,0000	,000
Sabit	N	Katsayı	se	t	p	LLCI	ULCI	
Kurumsal Sosyal Sorumluluk	484	1,4446	,1122	12,87	,0000	1,2241	1,6651	
		,5419	,0305	17,76	,0000	,4819	,6018	
Model 2								
R	R-Sqr (R²)		MSE	F		df1	df2	p
,6508	,4235		,2989	176,6580		2,0000	481,0000	,000
Sabit	N	Katsayı	se	t	p	LLCI	ULCI	
Kurumsal Sosyal Sorumluluk	484	1,3517	,1114	12,13	,0000	1,1328	1,5706	
Yenilik İklimi	484	,3943	,0427	9,23	,0000	,3104	,4782	
	484	,1989	,0412	4,83	,0000	,1179	,2798	

Birinci model incelendiğinde, kurumsal sosyal sorumluluğun örgütsel bağlılığı istatistiksel olarak anlamlı şekilde etkilediği tespit edilmiştir ($p < 0,05$). İlişkinin yönü pozitifdir. Kurumsal sosyal sorumlulukta meydana gelen 1 birimlik değişimin örgütsel bağlılığı %54,2 oranında pozitif yönlü etkilediği görülmektedir. R^2 değeri incelendiğinde ise kurumsal sosyal sorumluluğun örgütsel bağlılığı %40 oranında açıkladığı ifade edilebilir.

İkinci model incelendiğinde, kurumsal sosyal sorumluluk ve yenilik iklimi etkisinin örgütsel bağlılığı istatistiksel olarak anlamlı şekilde etkilediği tespit edilmiştir ($p < 0,05$). İlişkinin yönü her iki değişken özelinde pozitifdir. Model 1’de kurumsal sosyal

sorumluluğun örgütsel bağlılık üzerinde etkisinin %54,2 olduğu görülmüştü. Model 2 kapsamında aracı etki olarak dahil edilen yenilik iklimi ile kurumsal sosyal sorumluluk değişkeninin etkisinin %39,4'e düştüğü gözlemlenmiştir. Böylelikle kurumsal sosyal sorumluluk ile örgütsel bağlılık arasında yenilik ikliminin aracı etkisi yarattığı görülmüştür. R² değeri incelendiğinde ise kurumsal sosyal sorumluluk ve yenilik ikliminin örgütsel bağlılığı %42 oranında açıkladığı ifade edilebilir. Yenilik iklimi ile birlikte modelin açıklanma oranında artış gerçekleşmiştir.

Tablo 6. Kamu spor kurumu çalışanlarının kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında yeniliği destekleme alt boyutunun aracılık ilişkisi

Bağımlı Değişken: Örgütsel Bağlılık							
Model 1							
R	R-Sqr (R²)	MSE	F	df1	df2	p	
,6289	,3956	,3127	315,4300	1,0000	482,0000	,000	
Sabit	N	Katsayı	se	t	p	LLCI	ULCI
Kurumsal Sosyal Sorumluluk	484	1,4446	,1122	12,87	,0000	1,2241	1,6651
		,5419	,0305	17,76	,0000	,4819	,6018
Model 2							
R	R-Sqr (R²)	MSE	F	df1	df2	p	
,6472	,4189	,3013	173,3727	2,0000	481,0000	,000	
Sabit	N	Katsayı	se	t	p	LLCI	ULCI
Kurumsal Sosyal Sorumluluk	484	1,4973	,1108	13,51	,0000	1,2795	1,7150
Yeniliği Destekleme	484	,1783	,0406	4,40	,0000	,0986	,2580
		,3649	,0502	7,28	,0000	,2664	,4635

Birinci model incelendiğinde, kurumsal sosyal sorumluluğun örgütsel bağlılığı istatistiksel olarak anlamlı şekilde etkilediği tespit edilmiştir (p<0,05). İlişkinin yönü pozitifdir. Kurumsal sosyal sorumlulukta meydana gelen 1 birimlik değişimin örgütsel bağlılığı %54,2 oranında pozitif yönlü etkilediği görülmektedir. R² değeri incelendiğinde ise kurumsal sosyal sorumluluğun örgütsel bağlılığı %40 oranında açıkladığı ifade edilebilir.

İkinci model incelendiğinde, kurumsal sosyal sorumluluk ve yeniliği destekleme etkisinin örgütsel bağlılığı istatistiksel olarak anlamlı şekilde etkilediği tespit edilmiştir (p<0,05). İlişkinin yönü her iki değişken özelinde pozitifdir. Model 1'de kurumsal sosyal sorumluluğun örgütsel bağlılık üzerinde etkisinin %54,2 olduğu görülmüştü. Model 2 kapsamında aracı etki olarak dahil edilen yenilik destekleme

değişkeni ile kurumsal sosyal sorumluluk değişkeninin etkisinin %17,83'e düştüğü gözlemlenmiştir. Böylelikle kurumsal sosyal sorumluluk ile örgütsel bağlılık arasında yeniliği destekleme değişkeninin aracı etkisi yarattığı görülmüştür. R² değeri incelendiğinde ise kurumsal sosyal sorumluluk ve yeniliği desteklemenin örgütsel bağlılığı %42 oranında açıkladığı ifade edilebilir.

Tablo 7. Kamu spor kurumu çalışanlarının kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında yeniliği engelleme alt boyutunun aracılık ilişkisi

Değişken: Örgütsel Bağlılık								
Model 1								
R	R-Sqr (R²)	MSE	F			df1	df2	p
,6289	,3956	,3127	315,4300			1,0000	482,0000	,000
Sabit	N	Katsayı	se	t	p	LLCI	ULCI	
Kurumsal Sosyal Sorumluluk	484	1,4446	,1122	12,87	,0000	1,2241	1,6651	
		,5419	,0305	17,76	,0000	,4819	,6018	
Model 2								
R	R-Sqr (R²)	MSE	F			df1	df2	p
,6395	,4089	,3065	166,3982			2,0000	481,0000	,000
Sabit	N	Katsayı	se	t	p	LLCI	ULCI	
Kurumsal Sosyal Sorumluluk	484	1,3471	,1150	11,72	,0000	1,1212	1,5730	
Yeniliği Engelleme	484	,0912	,0276	3,30	,0010	,0369	,1455	
		,4929	,0337	14,65	,0000	,4268	,5590	

Birinci model incelendiğinde, kurumsal sosyal sorumluluğun örgütsel bağlılığı istatistiksel olarak anlamlı şekilde etkilediği tespit edilmiştir (p<0,05). İlişkinin yönü pozitifdir. Kurumsal sosyal sorumlulukta meydana gelen 1 birimlik değişimin örgütsel bağlılığı %54,2 oranında pozitif yönlü etkilediği görülmektedir. R² değeri incelendiğinde ise kurumsal sosyal sorumluluğun örgütsel bağlılığı %40 oranında açıkladığı ifade edilebilir.

İkinci model incelendiğinde, kurumsal sosyal sorumluluk ve yeniliği engelleme etkisinin örgütsel bağlılığı istatistiksel olarak anlamlı şekilde etkilediği tespit edilmiştir (p<0,05). İlişkinin yönü her iki değişken özelinde pozitifdir. Model 1'de kurumsal sosyal sorumluluğun örgütsel bağlılık üzerinde etkisinin %54,2 olduğu görülmüştü. Model 2 kapsamında aracı etki olarak dahil edilen yeniliği engelleme değişkeni ile kurumsal sosyal sorumluluk değişkeninin etkisinin %9,1'e düştüğü gözlemlenmiştir. Böylelikle kurumsal sosyal sorumluluk ile örgütsel bağlılık arasında yeniliği engelleme değişkeninin aracı etkisi yarattığı görülmüştür. R² değeri incelendiğinde ise kurumsal

sosyal sorumluluk ve yeniliği engelleme değişkenlerinin örgütsel bağlılığı %41 oranında açıkladığı ifade edilebilir.

Tablo 8. Kamu spor kurumu çalışanlarının kurumsal sosyal sorumluluğu ile örgütsel bağlılıkları arasında kaynak sağlama alt boyutunun aracılık ilişkisi

Değişken: Örgütsel Bağlılık								
Model 1								
	R	R-Sqr (R²)	MSE	F		df1	df2	p
	,6289	,3956	,3127	315,4300		1,0000	482,0000	,000
Sabit	N	Katsayı	se	t	p	LLCI	ULCI	
Kurumsal Sosyal Sorumluluk	484	1,4446	,1122	12,87	,0000	1,2241	1,6651	
		,5419	,0305	17,76	,0000	,4819	,6018	
Model 2								
	R	R-Sqr (R²)	MSE	F		df1	df2	p
	,6449	,4159	,3028	171,2864		2,0000	481,0000	,000
Sabit	N	Katsayı	se	t	p	LLCI	ULCI	
Kurumsal Sosyal Sorumluluk	484	1,3678	,1120	12,21	,0000	1,1477	1,5879	
Kaynak Sağlama	484	,4370	,0395	11,08	,0000	,3595	,5145	
		,1428	,0349	4,10	,0000	,0743	,2114	

Birinci model incelendiğinde, kurumsal sosyal sorumluluğun örgütsel bağlılığı istatistiksel olarak anlamlı şekilde etkilediği tespit edilmiştir ($p < 0,05$). İlişkinin yönü pozitifdir. Kurumsal sosyal sorumlulukta meydana gelen 1 birimlik değişimin örgütsel bağlılığı %54,2 oranında pozitif yönlü etkilediği görülmektedir. R^2 değeri incelendiğinde ise kurumsal sosyal sorumluluğun örgütsel bağlılığı %40 oranında açıkladığı ifade edilebilir.

İkinci model incelendiğinde, kurumsal sosyal sorumluluk ve kaynak sağlama etkisinin örgütsel bağlılığı istatistiksel olarak anlamlı şekilde etkilediği tespit edilmiştir ($p < 0,05$). İlişkinin yönü her iki değişken özelinde pozitifdir. Model 1’de kurumsal sosyal sorumluluğun örgütsel bağlılık üzerinde etkisinin %54,2 olduğu görülmüştü. Model 2 kapsamında aracı etki olarak dahil edilen kaynak sağlama değişkeni ile kurumsal sosyal sorumluluk değişkeninin etkisinin %43,7’ye düştüğü gözlemlenmiştir. Böylelikle kurumsal sosyal sorumluluk ile örgütsel bağlılık arasında kaynak sağlama değişkeninin aracı etkisi yarattığı görülmüştür. R^2 değeri incelendiğinde ise kurumsal sosyal sorumluluk ve kaynak sağlama değişkenlerinin örgütsel bağlılığı %42 oranında açıkladığı ifade edilebilir.

Tablo 9. Kamu spor kurumu çalışanlarının örgütsel bağlılıkları ve kurumsal sosyal sorumlulukları cinsiyet ile ilişkisi

Değişkenler	Cinsiyet	N	\bar{x}	Ss	F	P
Örgütsel Bağlılık	Kadın	162	3,34	0,73	0.096	.296
	Erkek	322	3,41	0,71		
Kurumsal Sosyal Sorumluluk	Kadın	162	3,45	0,76	1.250	.013*
	Erkek	322	3,65	0,86		

** $p < 0,05$ önem düzeyinde anlamlı

Kamu spor kurumu çalışanlarının örgütsel bağlılık ve kurumsal sosyal sorumluluklarının cinsiyet ile ilişkisinde bağımsız örneklem t testi kullanılmıştır. Uygulanan analiz ile birlikte cinsiyetin örgütsel bağlılık üzerinde istatistiksel olarak anlamlı bir farklılık yaratmadığı görülmektedir. ($F=0.096$; $p > 0,05$) Bakıldığında kadın katılımcıların verdikleri puanların ortalaması 3,34 iken erkek katılımcıların 3,41 olduğu görülmüştür. Her ne kadar erkek katılımcıların örgütsel bağlılık skorları daha yüksek olsa da bu farkın istatistiksel olarak anlamlı olmadığı görülmüştür.

Cinsiyetin kurumsal sosyal sorumluluk üzerindeki etkisi incelendiğinde gruplar arasındaki farkın istatistiksel olarak anlamlı olduğu görülmüştür. ($F=1.250$; $p < 0,05$) Bu kapsamda kadınların verdikleri puanların ortalaması 3,45 iken erkek katılımcılarda bu değer 3,65 olduğu görülmüştür. Erkeklerin kurumsal sosyal sorumluluk düzeylerinin kadın katılımcılara göre daha yüksek olduğu görülmüştür.

Tablo 10. Kamu spor kurumu çalışanlarının örgütsel bağlılıkları ve kurumsal sosyal sorumluluklarının çalışma yılına göre ilişkisi

Değişkenler	Çalışma Yılı	N	\bar{x}	Ss	F	P
Kurumsal Sosyal Sorumluluk	0-5 Yıl	174	3,67	,84	1.390	.250
	6-10 Yıl	154	3,54	,86		
	11 Yıl ve Üstü	156	3,53	,80		
Örgütsel Bağlılık	0-5 Yıl	174	3,36	,77	0.679	.507
	6-10 Yıl	154	3,36	,70		
	11 Yıl ve Üstü	156	3,44	,68		

Kamu spor kurumu çalışanlarının örgütsel bağlılık ve kurumsal sosyal sorumluluklarının çalışma yılına göre anlamlı bir farklılık oluşturup oluşturmadığını anlamak adına tek yönlü varyans analizi yapılmıştır. Çalışma yılları 0-5 yıl, 6-10 yıl ve 11 yıl ve üstü olarak kategorize edilmiştir. Bu kapsamda çalışma yılının örgütsel bağlılık ($F=0.679$; $p > 0,05$) ve kurumsal sosyal sorumluluk ($F=1.390$; $p > 0,05$)

düzeylelerine ilişkin istatistiksel olarak anlamlı bir farklılık yaratmadığı gözlemlenmiştir.

TARTIŞMA VE ÖNERİLER

Mevcut araştırma kurumsal sosyal sorumluluk, örgütsel bağlılık ve yenilik iklimi kavramlarını inceleyerek sosyal sorumluluk ile örgütsel bağlılık arasındaki ilişkide yenilikçi iklimin aracılık rolünü incelemeyi hedeflemiştir. Bu araştırmanın seçilmesindeki neden ilgili literatürde kurumsal sosyal sorumluluk ve örgütsel bağlılık kavramlarıyla ilgili olarak bir çok çalışma yer almasına karşın yenilik iklimi kavramının hem tek başına hem de aracı değişken olarak çok fazla incelenmemiş olmasıdır.

Kurumlar en temel kaynakları olan çalışanlarının bağlılıklarını yükseltmek için genel olarak kurumsal sosyal sorumluluk çalışmalarına yönelmektedirler. Bu, hem çalışanlarının örgütsel bağlılığını yükseltmesinde hem de toplum gözünde saygınlığını arttırmasında önemli bir faktör olmaktadır. Mevcut araştırma daha önceki çalışmalarla uyumlu olarak (Brammer, 2007; Peterson 2004; Rupp ve diğerleri 2006) kurumsal sosyal sorumluluğun örgütsel bağlılık üzerinde önemli bir etkisi olduğunu göstermiştir.

Araştırmanın ilgili literatüre katkı sağladığını düşündüğümüz bir diğer kısmı ise kurumsal sosyal sorumluluk ve yenilik iklimi kavramları ile örgütsel bağlılık kavramının alt boyutlarıyla arasındaki ilişkilerin incelenmiş olmasıdır. Önceki çalışmalar kurumsal sosyal sorumluluğu yalın olarak incelemiş olsa da sonraki dönemlerde sosyal sorumluluk kavramı alt boyutlarıyla beraber ele alınmaya başlanmıştır. Bu anlamda ilk olarak Bowen 1953 yılında işletmelerin sosyal sorumluluk alanlarını ele almış, Carroll ise 1979 yılında oluşturduğu sosyal sorumluluk modeliyle sosyal sorumlulukları 4 başlık olarak ele almıştır. Araştırma sonucu Duygu Türker'in (2009) yaptığı çalışmayla benzer olarak kurumsal sosyal sorumluluk alt boyutları ile örgütsel bağlılık alt boyutları arasında yapılan korelasyon analizi sonucu bütün alt boyutlar arasında anlamlı ve pozitif bir korelasyon bulunmuştur. Buna göre çalışanlar kendi kurumlarını çevreye yönelik,

çalışanlara yönelik, müşteriye yönelik ve yasal olarak sorumlu gördüğü sürece örgütsel bağlılıkları pozitif olarak etkilenmektedir diyebiliriz.

Kurumlar için bir diğer önemli unsur şüphesiz ki yenilik iklimi kavramıdır. Çalışanlar tarafından yenilik iklimine açık olarak düşünülen kurum çalışanlarının motivasyonu yüksek olmakta ve işten ayrılma niyetleri düşük olmaktadır. İşten ayrılma niyetinin düşük olması aynı zamanda çalışan devir hızı oranını etkilemekte ve kurumların karlılığına yansımaktadır. Araştırmada yenilik ikliminin örgütsel bağlılık üzerindeki etkisi incelendiğinde, Mayer ve Schorman (1998) ve Carmeli ve Freund (2006)'un çalışmalarıyla benzer sonuçlar bulunmuş ve aralarında pozitif yönlü bir ilişki olduğu tespit edilmiştir.

Yenilik iklimi ile örgütsel bağlılığın alt boyutları arasındaki ilişki incelendiğinde örgütsel bağlılığın alt boyutlarından olan duygusal bağlılık ve devam bağlılığı ile yenilik iklimi arasında anlamlı bir ilişki bulunurken, normatif bağlılık ile yenilik iklimi arasında anlamlı bir ilişki gözlenmemiştir. Bu sonuç, araştırmada dikkati çeken bir diğer noktadır. Yenilik iklimi ile örgütsel bağlılığın alt boyutlarını inceleyen diğer çalışmalara baktığımızda Carmeli'nin (2002) çalışmasında devam bağlılığı ile yenilik iklimi arasında anlamlı bir ilişki gözlenmemiştir. Riketta ve Launderer'in (2005) yaptığı çalışmada ise örgütsel bağlılığın sadece duygusal bağlılık boyutu arasında anlamlı bir ilişki gözlemlenmiştir.

Normatif bağlılık, yenilikçi iklim gibi kavramlardan bağımsız olarak bireyin yaşadığı toplumdan etkilenmektedir. Bireyler içsel olarak kendilerini örgütte kalmak zorunda hissetmektedirler. Yapılan araştırmalardan da anlaşılabilir gibi bu zorunluluk daha çok "X kuşağı" dediğimiz dönemi kapsamakta olup, "Y kuşağı"nın böyle bir zorunluluk duymadığını doğrulamaktadır. Yaptığımız anket çalışmasına katılan bireylerin yaş ortalamaları dikkate alındığında Y kuşağının ağır bastığı gözlenmektedir. Y kuşağı genel olarak haksızlığa tahammül edemeyen ve oldukça motive çalışabilen bireylerden oluşmaktadır. Y kuşağı için bir diğer önemli özellik ise maddiyata X kuşağı kadar önem vermemesi ve itaate yatkın bireyler olmamasıdır. Bu kuşak için önemli olan unsurlar takdir edilmek, bulunduğu örgütte kendini rahat hissetmesi ve yaptığı işten keyif almasıdır. Bu kuşaktaki bireyler takdir

görmezler ve işlerini sevmezlerse örgütü hızlı bir şekilde terk etme eğilimi göstermektedirler. Bu nedenden dolayı araştırmamızda yenilik iklimi algısının normatif bağlılık üzerinde anlamlı bir etki gözlenmemiş olduğunu düşünülmektedir.

Bir diğer neden olarak normatif bağlılığa sebep olan etkenlerin günümüzde farklı algılanış biçimiyle alakalı olabileceği düşünülmektedir. Normatif bağlılık, kurumun çalışana yaptığı yatırım ve harcamalar neticesinde çalışanın kendisini kuruma karşı borçlu hissetmesini sağlamaktadır. Bu yatırım ve harcamalar genel olarak çalışanlar için verilen eğitimler, burslar gibi unsurlarla alakalıdır. Geçmişte bu yatırımlar daha çok kurumdaki amirlerin çalışanlarına verdiği değer ve gönüllülük unsuruyla alakalı iken, günümüzde bu tip davranışlar daha çok kurumsal sosyal sorumluluk çalışmaları olarak görülmekte ve gönüllülüğten ziyade yapılması gereken faaliyetler olarak görülmektedir. Bunun bir sonucu olarak çalışanlar bunları kurumların yapması gereken temel faaliyetler olarak görme eğilimindedirler. Bu algıdan dolayı çalışanların bu yatırımlar sonucunda kendilerini kurumlarına karşı borçlu hissetmedikleri düşünülmektedir. Gelecekteki çalışmalar kurumsal sosyal sorumluluk faaliyetleriyle birlikte günümüzde çalışan görüşlerinin değişmesi ve bunun normatif bağlılık üzerine etkilerini araştırabilirler.

Yapılan anket çalışması sonucu dikkati çeken bir diğer nokta ise erkeklerin kurumsal sosyal sorumluluk düzeylerinin kadın katılımcılara göre daha yüksek olduğu görülmüştür. Bu farklılığın temelinde kadınların çocuk sahibi olduktan sonra iş hayatından tamamen çekilmeleri ya da çocukla beraber iş hayatında yaşadıkları sıkıntılar olduğu düşünülmektedir. Bu anlamda kurumların özellikle çalışan anneler için kreş desteği, esnek çalışma saatleri gibi sosyal sorumluluk faaliyetlerinde bulunmalarının olumlu olacağı düşünülmektedir. Bu tip sosyal sorumluluk faaliyetleri kadınlar özelinde örgütsel bağlılığı ve iş tatminini arttıracak ve kadınların iş gücüne dahil edilme oranını arttıracaktır. Gelecekteki araştırmalarda özellikle kadın çalışanlara yönelik sosyal sorumluluk yapmak isteyen kurumlar tespit edilerek sosyal sorumluluk öncesi ve sonrası kadın çalışanların örgütsel bağlılıklarının değişme oranı gözlemlenebilir.

Araştırmada katılımcıların sosyal sorumluluk faaliyetlerinde aktif olarak yer almasının kurumsal sosyal sorumluluk ve örgütsel bağlılık algılamalarında anlamlı bir değişikliğe neden olmamasına rağmen yenilikçi iklimi algılamaları üzerinde pozitif bir farklılık gözlenmiştir. Bu sonuçtan yola çıkarak kurumların çalışanlarını sosyal sorumluluk projelerine aktif olarak dahil etmelerinin kurumlar ve çalışanların motivasyonları arttırmak adına daha faydalı olacağı düşünülmektedir.

Araştırmanın başında temel hipotezimiz yenilik ikliminin kurumsal sosyal sorumluluk ile örgütsel bağlılık arasındaki ilişkide aracı rol oynadığı yönündeydi. Fakat yenilik ikliminin aracı rolünü tespit etmek amacıyla yapılan regresyon analizinin sonuçlarına göre kurumsal sosyal sorumluluk değişkeninin örgütsel bağlılık üzerindeki etkisi yenilik iklimi değişkeni analize dahil edildiğinde azalmıştır. Bu sonuca göre yenilik iklimi değişkeninin, kurumsal sosyal sorumluluk ile örgütsel bağlılık arasında aracı değişken rolünü üstlendiği söylenebilir. Yenilik iklimi analize dahil edildiğinde kurumsal sosyal sorumluluk değişkeninin örgütsel bağlılık üzerindeki etkisinin azalmasına rağmen anlamlılığının ortadan kalkmamasından dolayı yenilik ikliminin kısmi aracı değişken (partial mediator) olduğu sonucuna varılmıştır.

Hem daha önce yapılan çalışmalar hem de yaptığımız araştırmanın sonucuna göre yenilik iklimi, kurumsal sosyal sorumluluk ve örgütsel bağlılık üzerinde teker teker incelendiğinde pozitif yönde etki ettiği görülmekte, ayrıca çalışanların kurumsal sosyal sorumluluk faaliyetlerinde yer alması örgütsel bağlılık üzerindeki etkisinde anlamlı derecede arttırdığı görülmektedir. Bunun en önemli nedenlerinden birinin yenilik iklimi ortamının daha fazla olduğu kurumlarda, çalışanların örgütsel bağlılıklarına olumlu etkisinden kaynaklandığını düşünülebilir. Örgütsel bağlılığı arttırmak isteyen kurumların bu anlamda kurumsal sosyal sorumluluk faaliyetleri ve yenilik iklimini arttırıcı çalışmalar yapması kurumlar adına daha yüksek faydalar sağlayacaktır.

Bu çalışma sonuçları açısından değerlendirildiğinde, özellikle çalışanların örgüte olan ilgisini geliştirmek isteyen yöneticiler, örgüt ikliminin farklı yönleri veya unsurlarını kullanarak, çalışanların duygusal tutumlarından yola çıkarak, yenilik

iklimini artırıcı program ve projelerin başarısını artırabileceklerdir. Bir planlama veya stratejik araç olarak örgüt iklimini anlayarak yöneticiler örgütün özüne veya kimliğine uygun yönetim uygulamalarını daha doğru tanımlayabileceklerdir. Diğer taraftan örgüt iklimi bir teşhis ve tesbit aracı olarak da kullanılabilir. Örneğin, yöneticiler örgüte ilişkin düzenlemelerle uğraşırken çalışanların kurumsal sosyal sorumluluk ve yenilikçi örgüt iklim çalışmalarına yoğunlaşarak amaçlarına daha etkili biçimde ulaşabilirler.

Çalışanların katılımını artırmak isteyen örgütlerde, çalışanların iş tutumları ile örgüt ikliminin hangi yönlerine yoğunlaşılacağını belirlemeleri önemlidir. Sonuçlar göstermektedir ki, örgüt genelinde yeni uygulamalar düşünüldüğünde öncelikle örgütün iklimine bakmak gerekir. Zeffane'ye (1994) göre, çalışanların örgüte bağlılığı, heyecanı, morali, sadakati ve ilişkisi ile ilgili sorular yanıtlanırken yöneticilerin sadece motivasyon araç ve yöntemlerine bakmaları yetmez. Bu sorunlarla uğraşmak için yöneticiler aynı zamanda örgütte motivasyonu düşürücü etken ve olgulara uygulamalara da bakmak zorundadırlar. Benzer durum farklı örgüt iklimleri için genelleştirilebilir. Yani yöneticiler örgüt iklimindeki belli alanlara bakarak, çalışanların motivasyonunu düşüren, olumsuz tutumlar üreten faktörleri ve durumları saptayabilirler. Ayrıca öngörülü davranışçı bir düşünceden hareketle örgütün uygulamaya geçirmek istediği yenilik iklimini engelleyici yöndeki potansiyel olumsuzluklar önceden belirlenip uygulamaya başlanabilir. Ancak bu türden öngörülü davranışlarda da ön koşul, örgüt iklimi ile özellikle de, çalışanların tutumlarının ilişkilendirilerek incelenmesidir.

Bu çalışmanın ortaya koyduğu bulgular çerçevesinde göre şu öneriler yapılabilir:

1. Kamu spor kurumunda amaçlanan örgütsel gelişim ve değişim çabalarının başarıya ulaşması yenilikçi bir iklimi gerektirmektedir. Bu nedenle Kamu spor kurumu'nda yenilik iklimi oluşturmaya yönelik çalışmalar yapılmalıdır.
2. Kamu spor kurumunda çalışanların kurumsal sosyal sorumluluk projelerine katılımının geliştirilmesi için ekip çalışması önemli bir boyuttur. Ekip çalışması; örgüte bağlılığın, iş doyumunun artırılması, insan ilişkilerinin geliştirilmesi, yenilik ikliminin oluşturulması ve stresin önlenmesiyle sağlanabilir.

3. Kamu spor kurumunda çalışanların katılımın sağlanması için iletişimin geliştirilmesi önemli bir boyuttur. İletişimin sağlanmasında; örgüte bağlılık, destekleyici iklimin oluşturulması, yenilik iklimi ve stresin önlenmesi önem taşımaktadır.
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